

**United States Visitor and
Immigrant Status Indicator Technology
(US-VISIT) Program**





- **US-VISIT has a critical and challenging mission**
 - Prevent the small number of real threats
 - Facilitate the ever-increasing volume of legitimate trade and travel
- **Operations face widespread challenges**
 - Many stakeholders with conflicting concerns
 - Multiple technical systems and processes with different owners
 - Many paper-based processes
 - Inconsistent cultures and processes
 - Inconsistent information sharing
- **Need to develop instant, comprehensive, and universal view of the traveler...in time to act**

Requires rapid integration of people, processes and technology



US-VISIT Mission

Enhanced National Security

- Earlier identification of risky travelers
- Reduction in illegal travelers
- Rapid identification of overstays and removal of high-risk overstays
- Improved enforcement effectiveness through multi-level threat identification
- Reduction in response time for potential threats

Facilitation of Legitimate Travel and Trade

- Reduction in visa processing times
- Reduction in entry wait times
- Reduction in denials at the border
- Improved processing times for imports and exports
- Realization of economic benefits of expedited legitimate travel and trade

Enhanced Integrity of Our Immigration System

- Improved security of DHS information and intelligence
- Improved investigation case management efficiency
- Reduction in process hand-offs across bureaus
- Improved, rapid delivery of immigration benefits
- Reduced costs through consolidated infrastructure and networks
- Reduction in costly inefficiencies across DHS bureaus

Conformance with Existing Privacy Laws and Policies

- Respect for national and international privacy
- Proactive stakeholder outreach and education program
- Ongoing analysis of privacy laws and policies at a Federal, State, and International level

USVO 057



■ Virtual Border

- Redefines the border
- Transforms business processes by redefining where, when, what and who
- Allow early identification and classification of traveler

■ Integrated Traveler Folder

- Provides comprehensive, real-time view of traveler information, including biometrics and risk level
- Available to inspectors, adjudicators, consular officers, etc. through wide array of devices

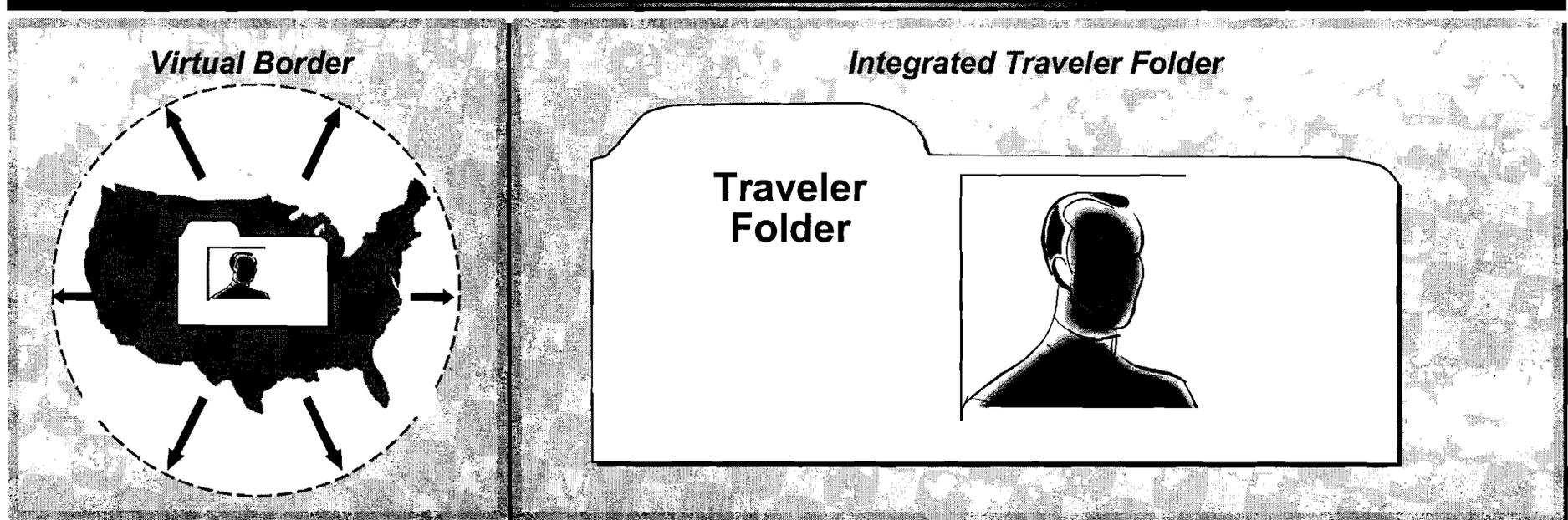
■ Mission Operations Center

- Center for tactical tracking and analysis, traveler risk assessment, operational planning, strategic analysis
- Comprehensive, universal view of the border management environment
- Improves value-based allocation of operational and technical resources

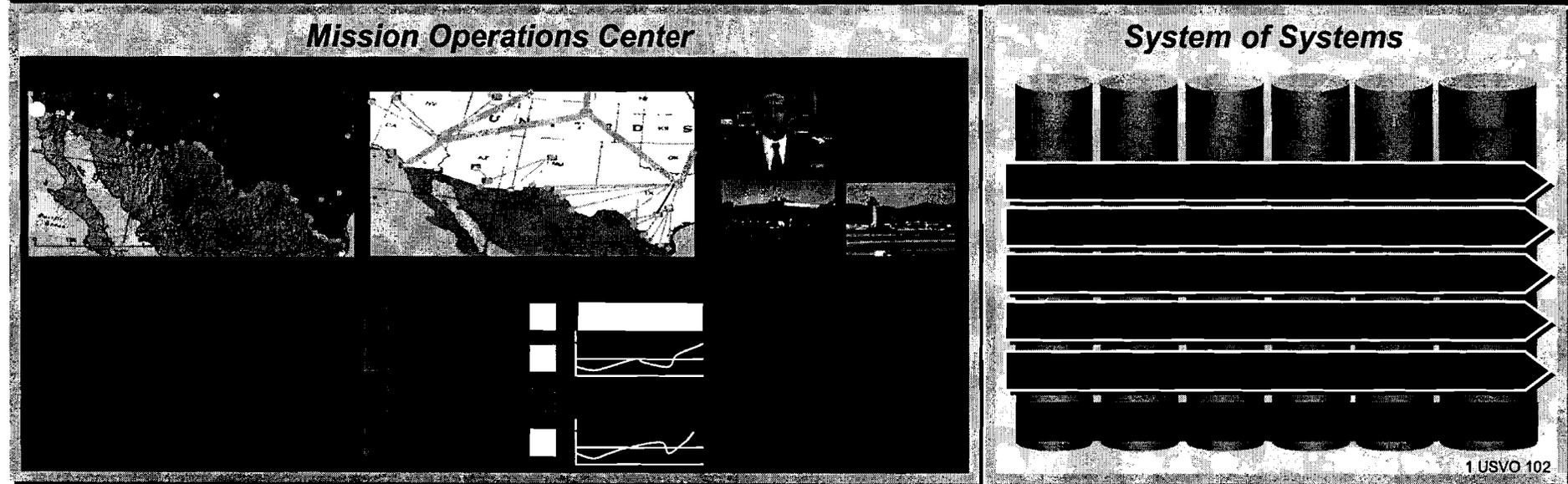
■ System of Systems

- Enables effective integration of existing processes and systems
- Builds on existing processes and systems in a flexible, efficient manner

Smart Border Alliance Vision Four Components



US-VISIT Program Goals and Desired Business Results





- **Commitment and Program Organization**
- **Organizational Structure and Team Integration**
- **15 Minute Break**
- **Start-up Risks**
- **Program Process Integration and Control**
- **Lessons Learned**



- **Presentation Topic: Commitment and Program Organization**
- **Lead Speaker: Eric Stange**
- **Role on US-VISIT: Program Manager**

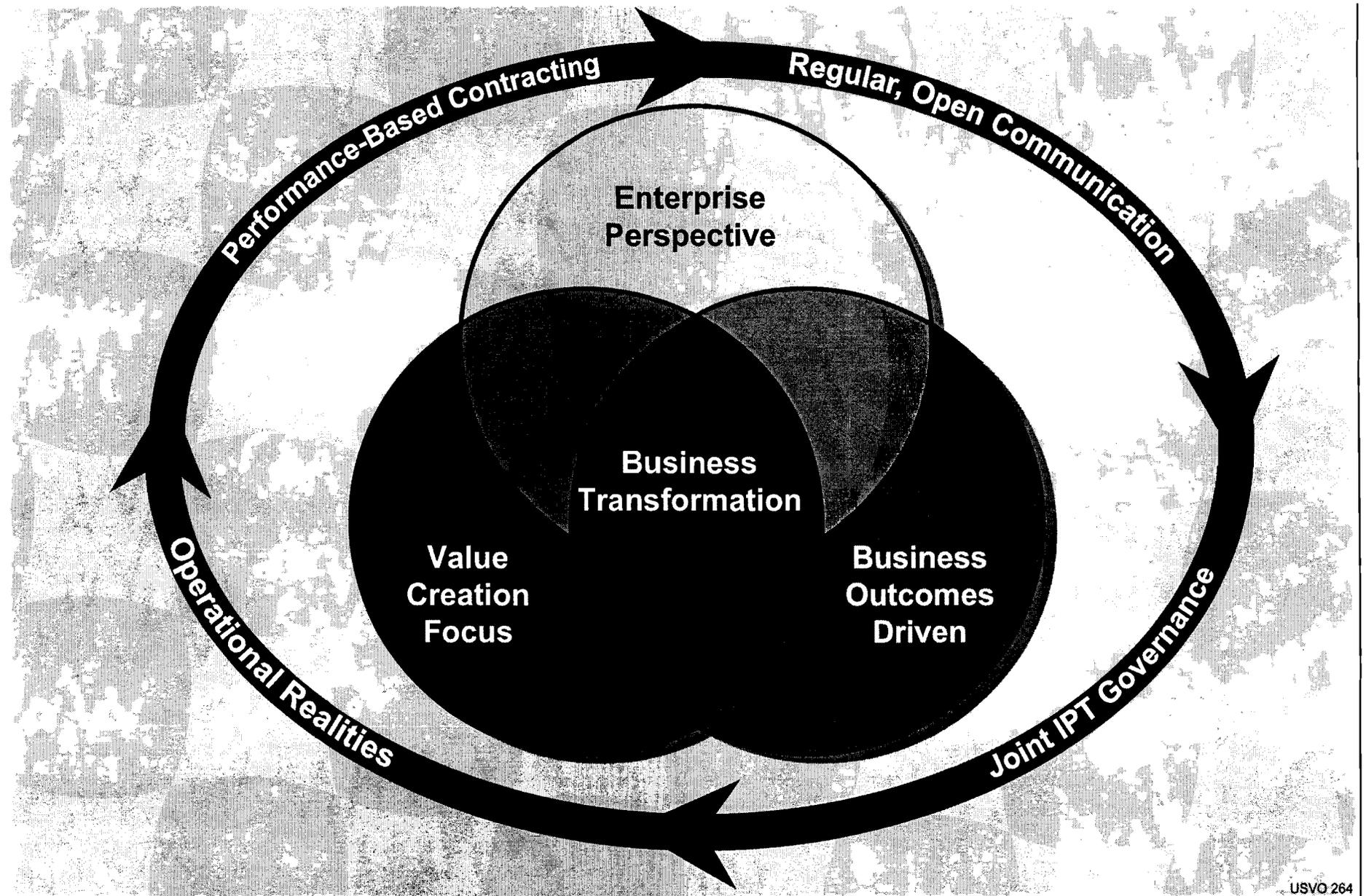
- **Outline**
 - Transformation and Partnership
 - Capabilities of our Team
 - Where US-VISIT fits in Corporate Structure
 - Proposed Organization
 - Working Together with You



- **In order to deliver business transformation our approach to program management is based on a 3 part model**
 - Enterprise perspective
 - Business outcomes driven
 - Value creation focus

- **Supported by**
 - Regular, open communication
 - Joint IPT governance
 - Accounting for operational realities
 - Performance-based contracting

Business transformation requires more than back office competence

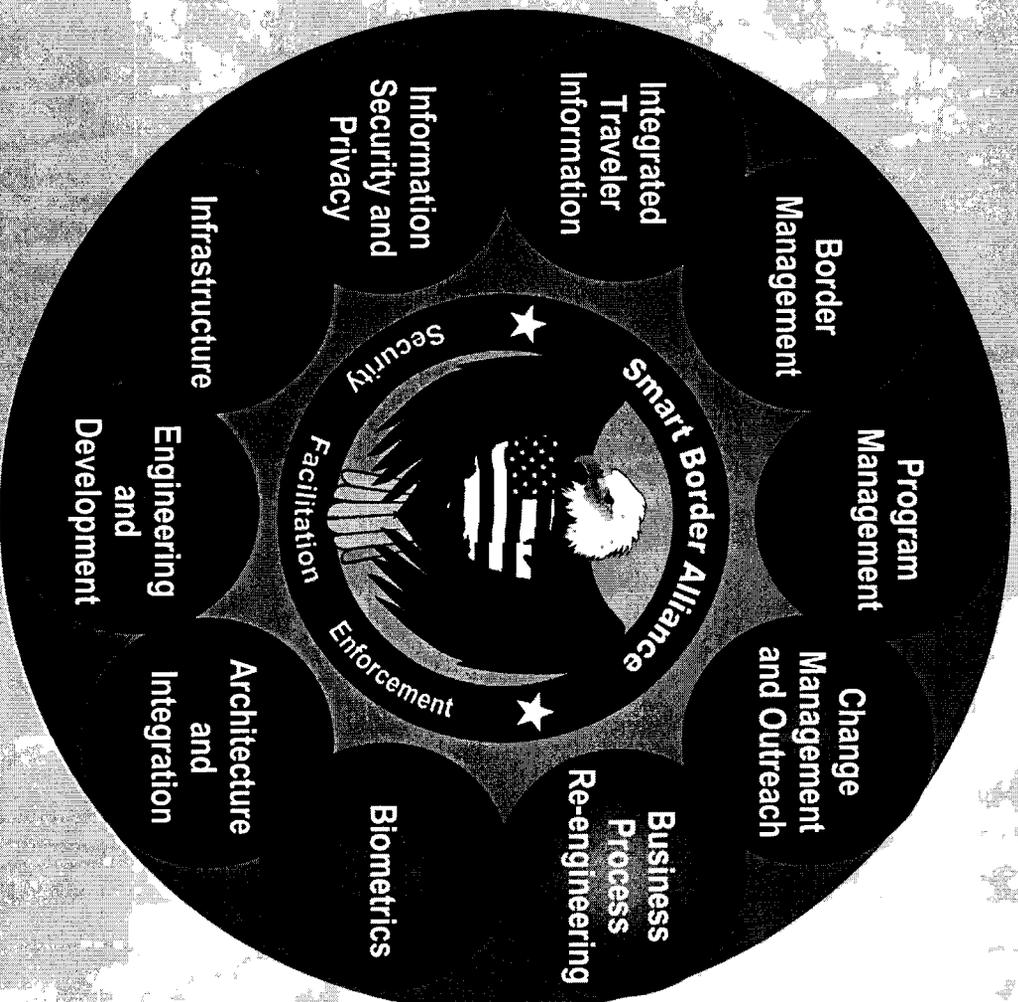


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- We listened to you
- We talked with your stakeholders
- We studied your business processes
- We built an As-Is and To-Be baseline model
- We defined the key capabilities required to successfully partner with the Government to deliver US-VISIT

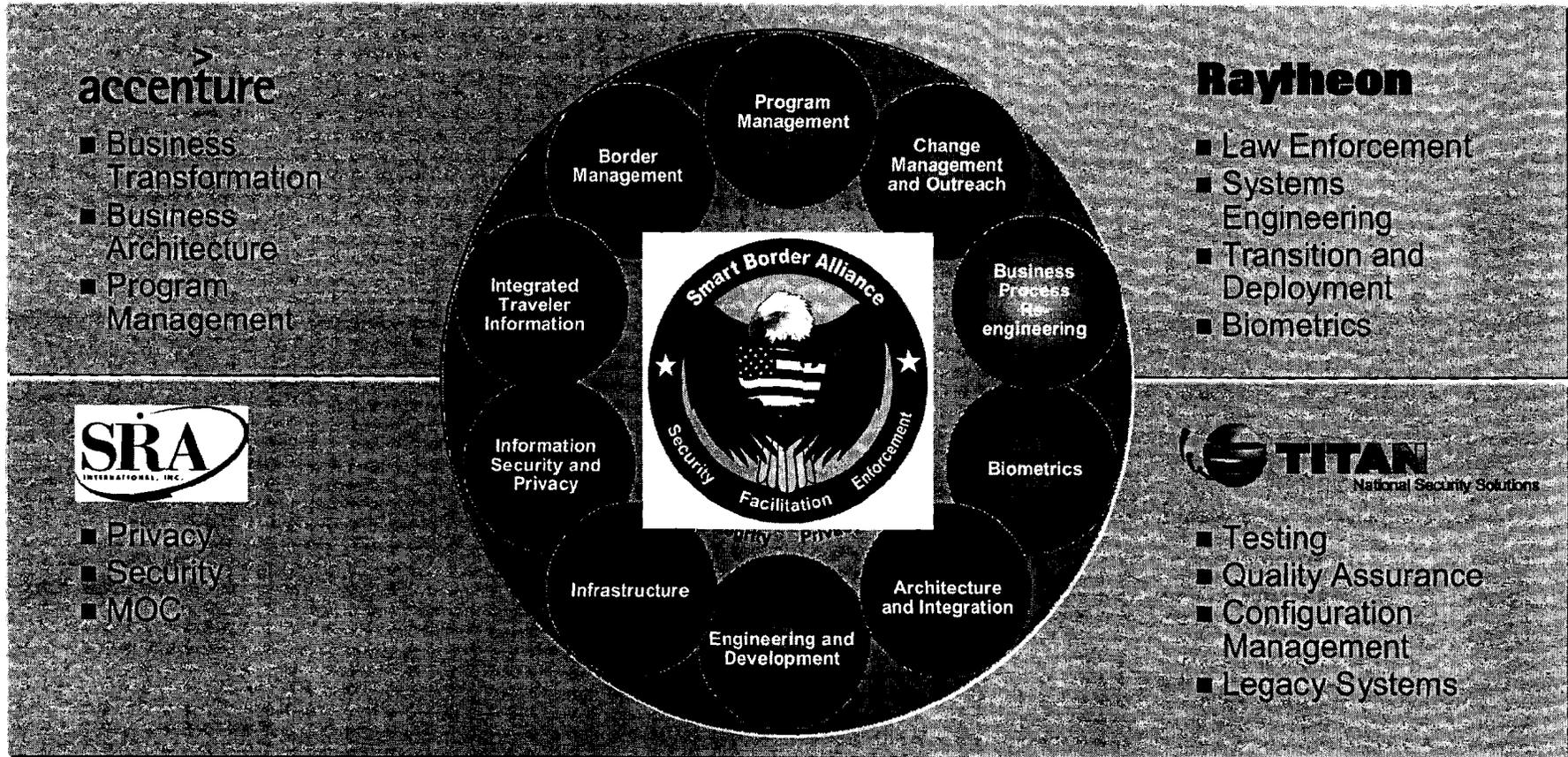
Smart Border Alliance Capabilities





■ Five Selection Criteria

- Border management experience
- Track record of on-time delivery for large-scale government programs
- Corporate agility, flexibility and ability to deliver value with speed
- Innovation and fresh ideas
- Willingness to share performance risk



Additional Teaming Partners and Subcontractors

AT&T Corporation, Datacube Information Services Incorporated, Dell, Deloitte, GTM, HPTI, Haliburton, STIAS, SITA, Sprint Communications Company LP, Base Technologies, Blackstone Technology, Computech Incorporated, Elavision Corporation, HLB Decision Economics, Inc., Information Control Systems, Markland Technologies, Stanley Associates, Inc., Infopro, Intelligent Decisions, Inc., SISCO, Systems Resources, Inc., Tsymetry, USProtect, Visionary Integration Professionals

**■ Core Values**

- Client value creation
- Best people
- Respect for the individual
- Integrity
- Stewardship

■ Lines of Business

- Consulting
- Business Integration
- Application Development
- IT and Business Process Outsourcing

■ 86,000 employees, 110 offices, 48 countries**■ Recognized by Gartner Group as industry leader in business transformation**

The Accenture logo, consisting of the word "accenture" in a bold, lowercase sans-serif font, with a greater-than sign (>) positioned above the letter 't'.

■ Accenture's core competency – business transformation

- Largest global enterprises
- Transformation focused Program Management
- Business outcomes -on schedule
- Business architectures
- Rapid integration of business process and human factors, enabled by technology
- Willing to commit people and share performance risk



■ Business Transformation

- DLA-BSM
- USPS DOIS
- Sainsbury
- Dell

■ Business Architecture

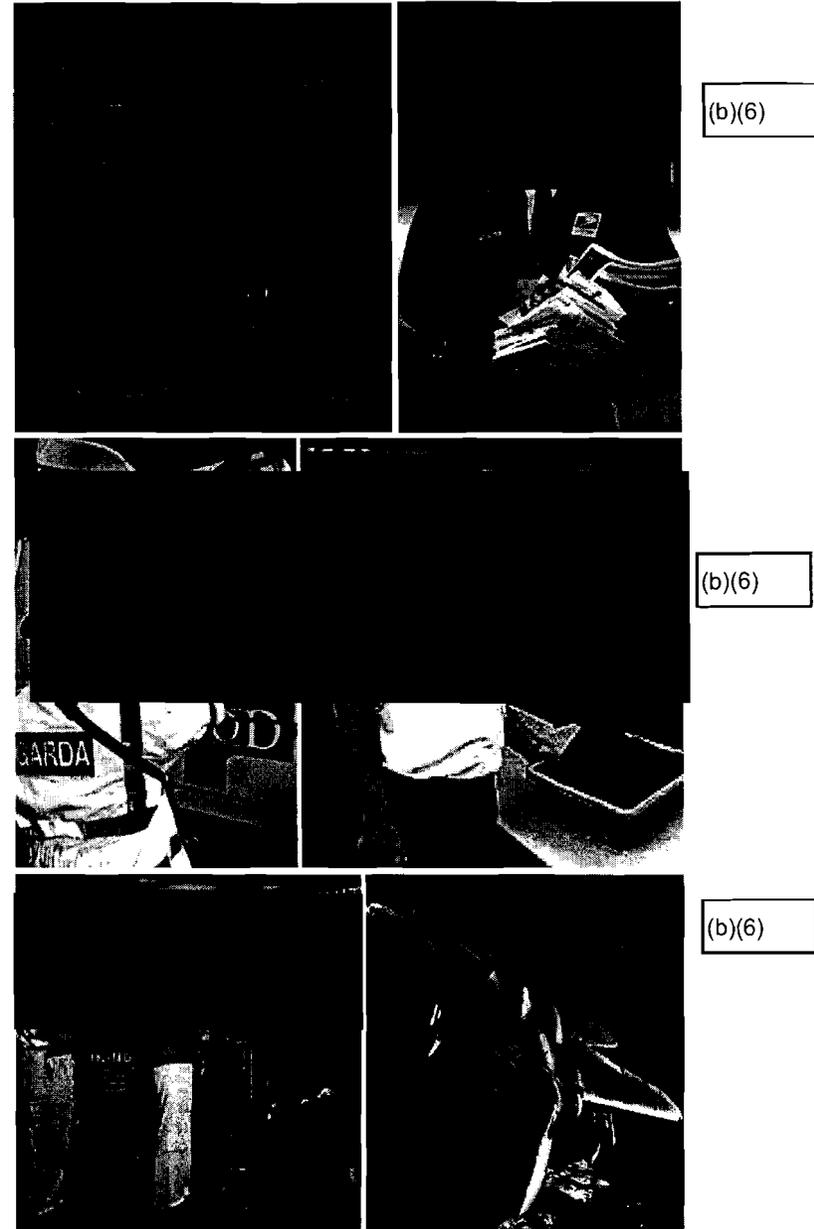
- Transportation Security Administration
- Customs and Border Protection
- Ireland GNIB
- NZ Customs

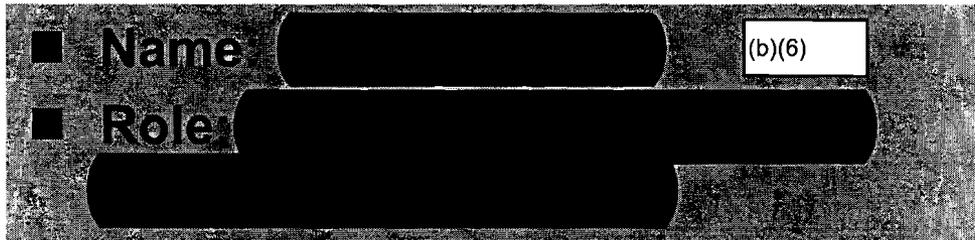
■ Program Management

- DLA-BSM
- USPS DOIS
- Air Force FIRST
- Texas Medicaid

■ Organizational Change Management

- Her Majesty's Customs and Excise
- Citizenship and Immigration Canada
- Sainsbury
- BP





Raytheon

■ Core Values

- People
- Integrity
- Commitment
- Excellence

■ Lines of Business

- Intelligence and Information Systems
 - Homeland Security
- Raytheon Technical Services Company
- Integrated Defense Systems
- Raytheon Missile Systems

■ **Founded 80 years ago, today
78,000 employees worldwide**

■ Development, integration, deployment and operation

- Global leader in mission critical
DoD and Intelligence Systems

■ Systems integration, transition, deployment

- Experience, processes, and
corporate best practices reduce
risks

■ Biometrics

- Proven products and
technologies

Customer Success Is Our Mission



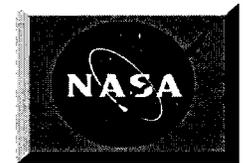
■ Systems Engineering

- DD(X) – System Integrator on \$1.36B program with Navy
- NPOESS – Ground Segment developer and integrator for \$5B Program with DoD, NOAA, and NASA
- EOSDIS – Core developer and integrator for largest civilian unclassified data information system



■ Transition and Deployment

- SEI – Installed over 180 Explosive Detection Systems and 1550 Explosive Trace Detection Systems at approximately 250 airports
- TSSC – \$1.67B Technical Support Services Contract with FAA
- FAA STARS - Successfully installed 84 systems at 300+ locations on or ahead of schedule, without disruption to air traffic control operations



■ Biometrics

- Developed and deployed biometric technology enabled identification systems for INS to 150+ sites and produced over 4M machine readable documents for the Argentina Passport and National ID Card Program



■ Law Enforcement and Intelligence

- Developed and Deployed over 100 classified electronic surveillance systems to law enforcement agencies in US and internationally





■ Name: [REDACTED] (b)(6)
■ Role: [REDACTED]



■ Core Values

- Ethic of Honesty and Service
- Quality Work and Customer Satisfaction
- Caring about Our People

■ Lines of Business

- National Security
 - Homeland Security
 - Defense
 - Intelligence
- Civil Government
- Health Care and Public Health

■ **Founded in 1978; over 3,100 employees; headquarters in Fairfax, VA**

■ Information Assurance and Privacy

- Programmatic and Engineering
- NSA IA CMM L3 – Evaluated #1
- NPDB and FPLS

■ Performance Management

- Technical and Business Process
- IRS and National Guard

■ Operations Centers

- Both Classified and Private Sector
- National Military Command Center

■ Knowledge Engineering

- Warehousing, Mining, Risk Assessment
- CMS, IRS, and NASD

■ Continuity of Operations

- All three Branches of Government



■ IRS

- Computer Security Incident Response Capability
- Enterprise Systems Management
- Fraud Detection

■ National Guard

- Operation Center (NOC and SOC)
- Enterprise Systems Management
- Advanced IT Services and Reserve Component Automation System

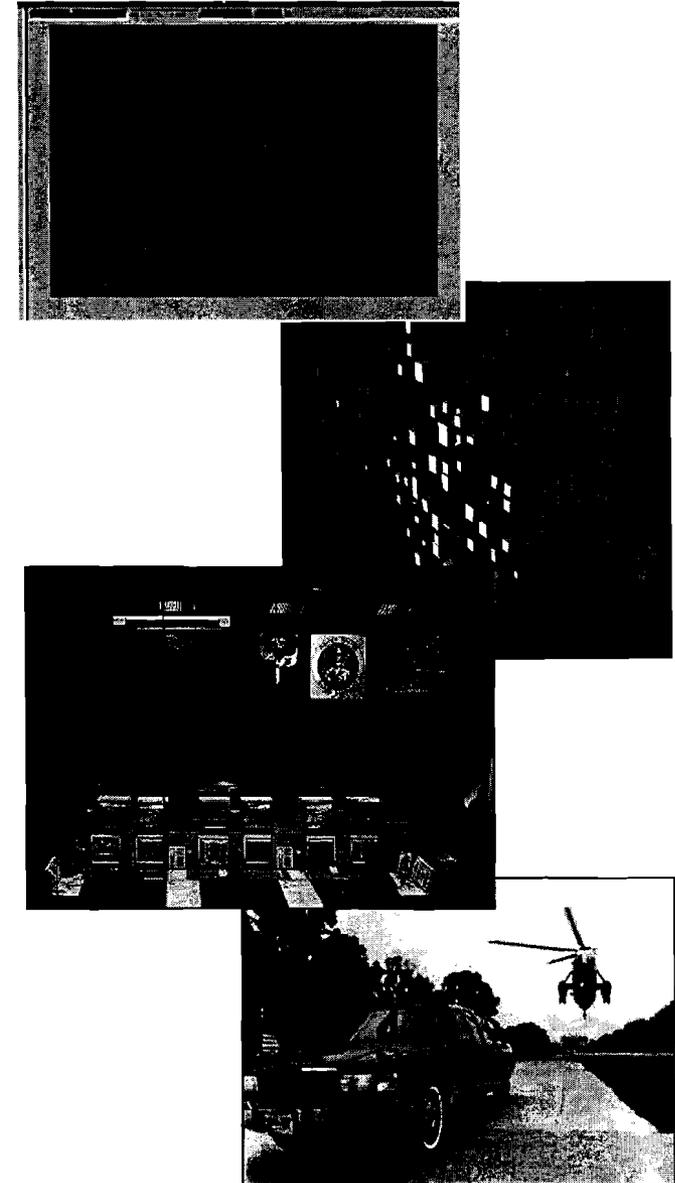
■ DHS

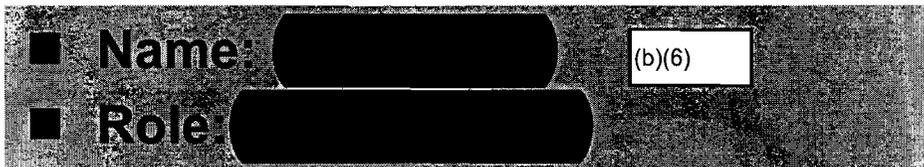
- US Computer Emergency Readiness Team
- National Cyber Security Division Policy Analysis
- National Communications System Ops Center
- Infrastructure Coordination Division
- Homeland Security Operations Center
- EP&R COOP Readiness Reporting System

■ Law Enforcement

- ICE and CBP Intel Analysis
- Criminal Investigative Link Analysis
- DOJ Information Assurance
- FBI Business Continuity Planning

■ Intel Community





■ Core Values

- Excellence In All Endeavors
- Respect for the Individual
- Customer Satisfaction
- Corporate Integrity

■ Lines of Business

- Enterprise Information Technology
- Homeland Security
- Transformational Programs
- C4ISR

■ **Founded in 1981; 12,000 employees in 300 locations; HQ in San Diego, CA**

■ Testing, Quality Assurance, Configuration Management

- Industry leader in systems assurance services to federal government
- NASA Goddard 2003 Contractor Excellence Award
- Skilled staff

■ Legacy System Experience

- Have provided testing, CM, and QA support to INS/DHS systems since 1994
- IDENT, IAFIS, IBIS, CIS, ENFORCE, CLAIMS, INSPASS



■ NASA

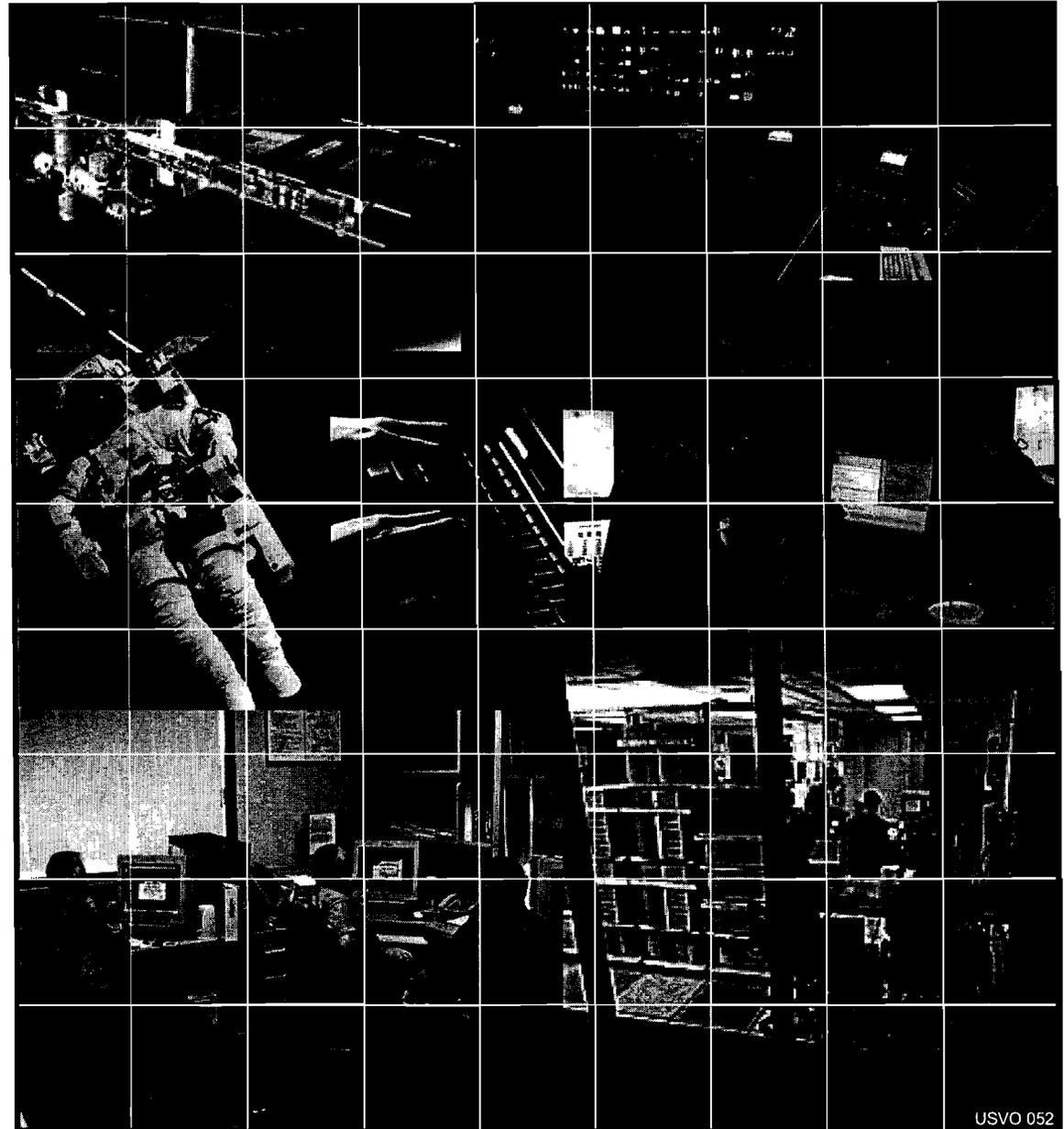
- EOSDIS
- Space Shuttle
- International Space Station

■ DHS

- INS STARS Systems Management and Integration
- Air and Marine Operations Center
- Resource Management Transformation Office

■ U.S. Army

- Reserve Component Automation System



USVO 052



■ Name: [REDACTED] (b)(6)
■ Role: [REDACTED]



■ Core Values

- Outstanding value to clients
- Commitment to colleagues
- Integrity
- Strength from cultural diversity

■ Lines of Business

- Strategy and Operations
- Human Capital
- Risk and Security

■ **46,000 employees in 80 US cities; 120,000 in 150 countries**

■ Human Capital Service Line

- Ranked second-largest provider of Human Capital services in the world by the Kennedy Information Group

■ Communications and Outreach

- World-class expertise proven at DHS and large commercial clients
- Received e-Gov Pioneer Award for 2003 and the TSA Partnership Award



■ DHS/CBP

- Established “One Face at the Border” via its merger integration initiative

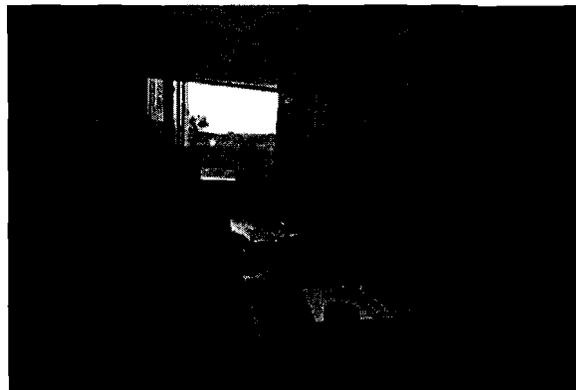
■ DHS/TSA

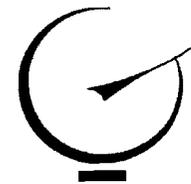
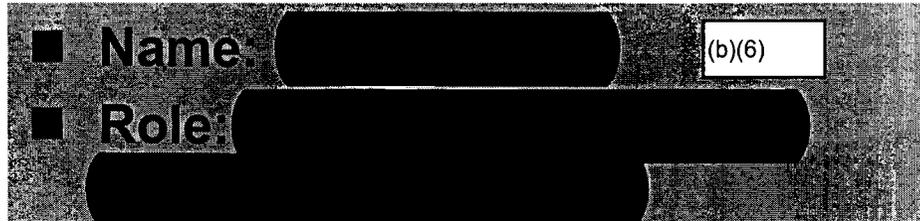
- Provided primary support on the eGov Operating Platform/Constituent Relationship Management initiative

■ HP/Compaq

- Supported global merger integration

■ Communications and Outreach have been a key thread in thousands of client solutions delivered





**GLOBAL
TECHNOLOGY
MANAGEMENT, INC.**

■ Core Values

- Commitment to excellence
- Clear vision of the future with experience of the past

■ Lines of Business

- Biometrics
- Air Transport Systems
- Project Management: Border Management, Travel document systems, Trusted Traveler program, DHS training programs

■ Corporate profile: Founded in 1994; Average 30 years of US Government experience

■ Immigration border, field (domestic and international), and headquarters management

- Senior level Department of State and INS Policy leadership and operational experience

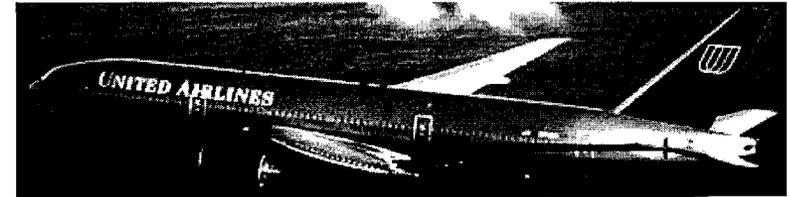
■ Alliance Role: Subject Matter Expert

- Immigration law, policy and operational matters
- Border and project management
- Consular affairs and anti-crime programs



■ Trusted Traveler Programs

- Developed US Automated Check in Clearance Entry Support System (USACCESS) automated Trusted Traveler border clearance trial system with TSA, CBP, DoS/CA, and United Airlines



Stakeholders and Systems

■ Border Management

- Led development of DHS funded Enhanced International Traveler Security (EITS) concept on behalf of the White House (OSTP)
- Assist foreign governments in efforts to improve border controls and documentation systems



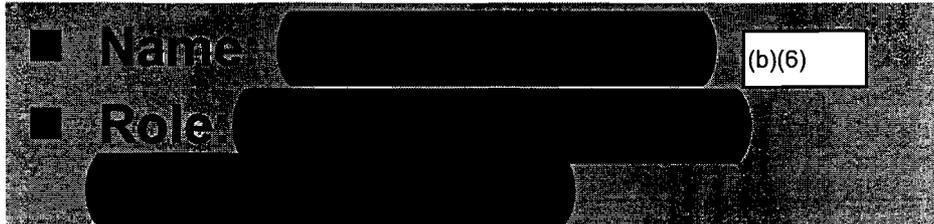
Border Management

■ Biometrics

- Established the International Biometric Industry Association (IBIA)



Enabling Technologies



■ Core Values

- Commitment to excellence
- Innovative solutions tailored to clients' needs

■ Lines of Business

- Managed Services
- Global Customs Modernization Services
- Border Security Services
- International Trade Consulting

■ **Founded in 1989; 300 employees; HQ in Washington, DC; Offices in Miami, Detroit, Ottawa, Portland, and Phoenix**

■ Unrivaled Technical Expertise

- Border management
- Transportation
- International customs
- Global security

■ Risk Management

■ Organizational Change

■ Strategic Planning

■ Trade and Travel Data Analysis

■ Training and Education

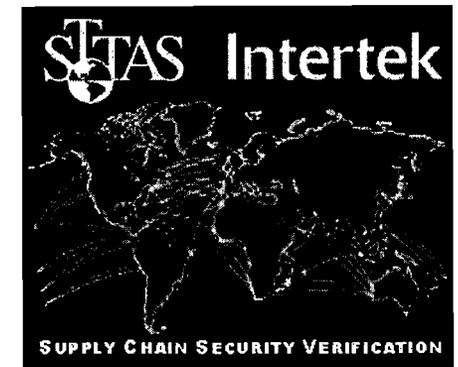


■ Significant Executive Government Experience

- 1 Commissioner of US Customs
- 4 Deputy Commissioners
- 2 US Trade Ambassadors
- 1 Deputy Under Secretary for Labor

■ Global Customs Modernization Services for

- Governments of Armenia, Brazil, China, Dominican Republic, El Salvador, Ghana, Guatemala, Hong Kong, Kenya, Singapore, Sri Lanka, United States
- World Bank projects for Asia, Peru, Thailand
- Asia-Pacific Economic Cooperation (APEC) forum's agenda



The World Bank Group

KNOWLEDGE

BASED

RISK

MANAGEMENT





- **Additional business partners supplement our key capabilities skill set**
- **Small Business Advocate within the Alliance Program Office promotes responsive small business contracting**
- **Accenture is currently working with three small business partners in our Mentor-Protégé Program approved by DHS**
 - CompuTech Incorporated
 - Information Control Systems
 - Tsymetry

Commitment to SB/SDBs evidenced by allocation of 48.1% of subcontractor dollars for life of program



Small Business Subcontractors

Base Technologies	▪ Border Management Software and Systems Support
Blackstone Technology	▪ Enterprise Architecture Development Support
Catapult Technology, Ltd.	▪ Solution Development Support
CompuTech Incorporated	▪ Data Administration and Solution Development
	▪ Legacy System Integration
Fair Isaac Corporation	▪ Data Management, Data Risk Assessment
HLB Decision Economics, Inc.	▪ Performance and Economic-Based Business Cases
Information Control Systems	▪ Software Design and Development
Infopro	▪ Solution Design and Development
Intelligent Decisions, Inc.	▪ Solution Design and Development
Markland Technologies	▪ Land Border Management Consulting
SISCO	▪ Biometrics Integration Support
Stanley Associates, Inc.	▪ Department of State Systems and Business Operations
Systems Resources, Inc.	▪ Solution Development Support
Tsymetry	▪ Solution Development Support
USProtect	▪ Force Protection Activities and Land Border Experience
Visionary Integration Professionals	▪ Program Management Support

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- **Senior Advisory Board**
- **Accenture Border Management Communities of Interest**
 - Immigration, Justice and Security Community of Practice
 - Customs and Revenue Community of Practice
- **Alliance Technology Labs**
 - Research and Development
- **Independent Quality Assurance**
 - Tim Breene, Accenture Chief Strategy Officer
 - Direct report to Joe Forehand, Accenture CEO

Access to knowledge capital beyond the program

Senior Advisory Board



<i>Name</i>	<i>Title</i>
Governor Frank Keating (Co-chair)	Fmr Governor Oklahoma
Hon. George Mitchell (Co-chair)	Fmr Senate Majority Leader
Myrta King Sale (Chris)	Fmr Deputy Commissioner INS
George Weise	Fmr Commissioner Customs
Joseph Philip Robert Murray (Phil)	Fmr Commissioner - RCMP
Luis Carlos Moreno	Fmr Commissioner Customs - Mexico
Hon. Ramono Mazzoli	Fmr Congressman (INS Subcommittee)
General George Joulwan, USA (Ret.)	Fmr Supreme Allied Commander Europe Fmr Presidential Advisor
David Bates	Fmr Secy to Cabinet White House (Bush I), Fmr Dpty Ass't Secy Treasury (Customs)
Robert M. Tobias	Fmr Nat'l President Treas. Employee Union
George Ramon	Border Trade Alliance
Vice Admiral Tim Josiah, USCG (Ret.)	Fmr Chief of Staff USCG
Greg Carnill	Fmr USDA Executive

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Relevant History With Teaming Partners and Subcontractors



- All have worked as partners on US-VISIT for almost one year
- Accenture / Raytheon, 15+ programs including
 - US Dept. of Education
 - Mac-PAC/D for Missile Systems
 - Product design processes and tools for Raytheon Aircraft
 - Customer Interaction Center
 - HR/payroll shared services center for 70,000 employees
- Accenture / SRA
 - Defense Logistics Agency (DLA)
- Accenture / Titan
 - NASA SAP Core Financials
- Most of the smaller teaming partners have done work with Accenture, Raytheon, SRA and Titan

- Raytheon / SRA / Titan
 - NASA Goddard Space Flight Center
- Raytheon / Titan
 - NASA EOSDIS
 - RADAR Technology Insertion Program (RTIP) at Langley AFB
 - Office of Naval Intelligence
 - SILVERCOMET
- SRA / Raytheon
 - Defense Information Security Agency (DISA) Next Generation
- SRA / Titan
 - National Guard Bureau AITS
 - National Reconnaissance Office EMS
 - COMETS
 - NSA NEADS

Past teaming success reduces US-VISIT risk





- **Corporate policies have been aligned to eliminate negative impacts on the performance of this contract**
 - Initially, we conducted a review of all corporate policies that could influence the performance and operation of this contract
 - At the corporate level, all teammates have committed that policies will not inhibit our ability to work together and deliver business outcomes
 - In addition, Smart Border Alliance Executives meet to review and resolve any policy issues that surface

Result = maximized Smart Border Alliance performance

How We Are Integrated: Corporate Policies



<i>Policy</i>	<i>Accenture</i>	<i>Raytheon</i>	<i>SRA</i>	<i>Titan</i>
Capability Maturity Model	X	X	X	X
Intellectual Property Rights	X	X	X	X
Teaming Agreements	X	X	X	X
Conflict of Interest	X	X	X	X
Work Schedule	X	X	X	X
Work Environment	X	X	X	X
Travel and Expenses	X	X	X	X
Time Reporting	X	X	X	X
Personal Conduct and Responsibilities	X	X	X	X
Procurement	X	X	X	X
Information Security	X	X	X	X

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Top corporate policies in alignment



- **Common metrics provide common focus for business outcomes**
 - Cost
 - Schedule
 - Performance
 - Customer Satisfaction
- **Team member accountability is tied to work effectiveness measures**
 - Pre-Task Order Start
 - Each measure is mapped to the RFP and work breakdown structure
 - Each target is mapped to the RFP and/or integrated master schedule
 - Payment guidelines for each target are established
 - Post-Task Order Start
 - Measures are agreed upon with DHS and SLAs established
 - We execute, deliver, obtain acceptance, and invoice

**Work effectiveness measures tell us we are on schedule,
and on budget with high performance and customer satisfaction**



US-VISIT Program



Desired Outcomes

- Enhance Security
- Facilitate Trade and Travel
- Ensure Integrity
- Conform with Privacy Laws

Desired Outcomes

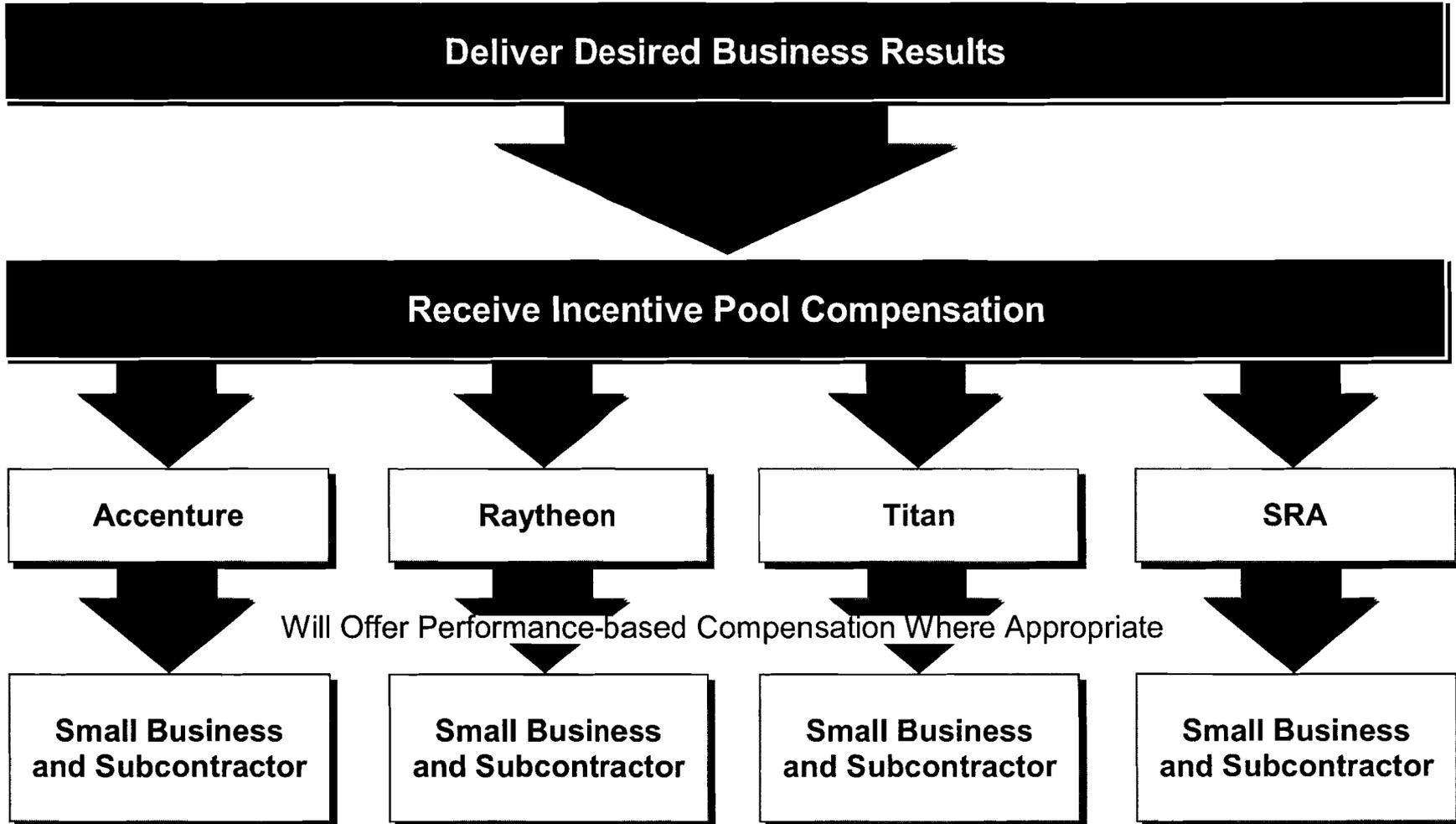
- On Time
- On Budget
- High Performance
- Satisfied Customers



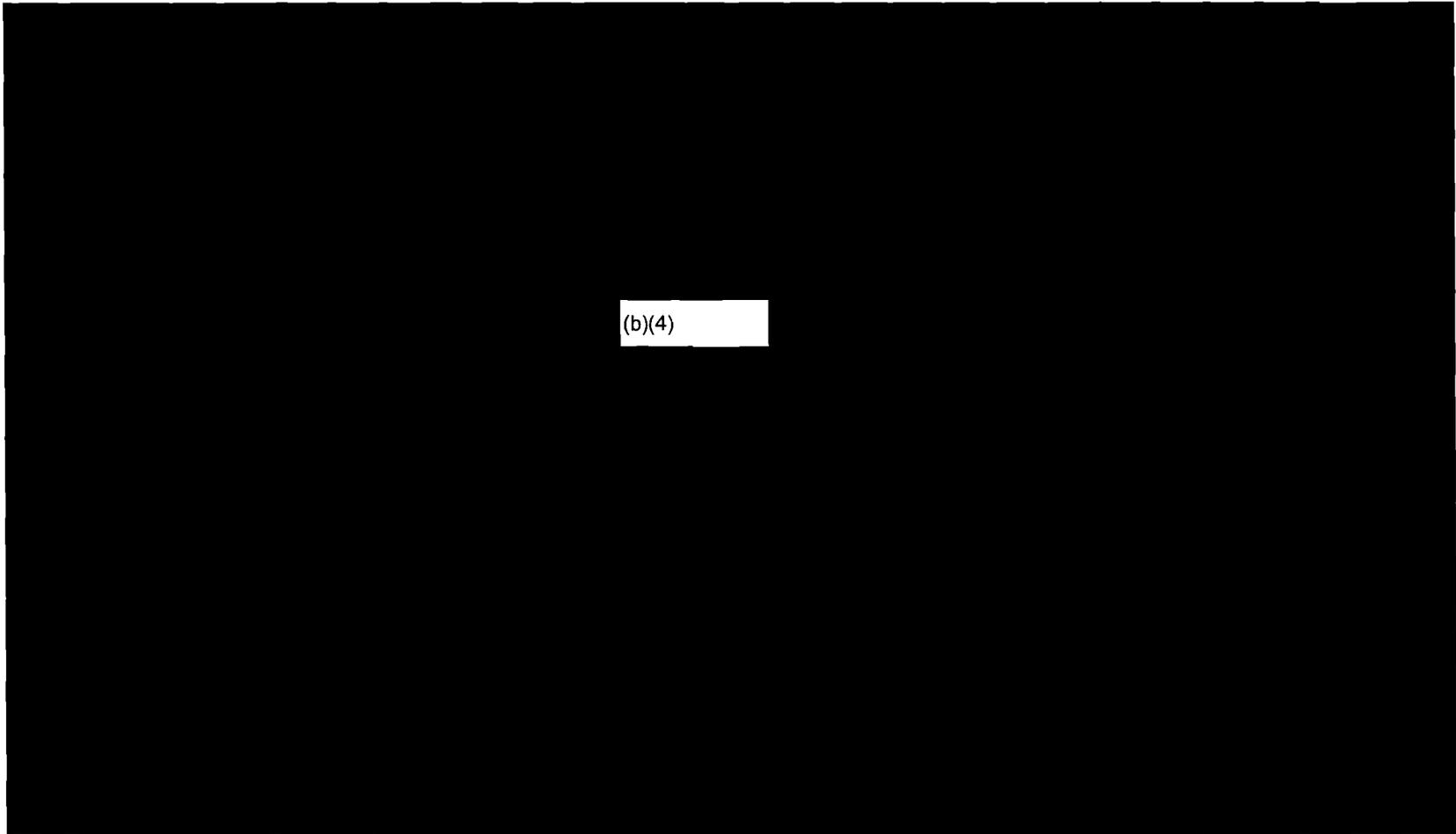
- **Quantified metrics used to measure both operational success and work effectiveness of US-VISIT**
 - Consistent with the mission and vision of the US-VISIT Program and the desired business outcomes
- **Business outcomes are directly linked to task order outcomes**
- **Specific task order outcomes then linked to Accenture incentive pool**
- **Accenture allocates risk / reward incentives to appropriate teaming partners and subcontractors**
 - Includes small businesses that are eligible

Team incentives + Accenture incentives = US-VISIT Success

How We Are Integrated: Corporate Incentives



How We Are Integrated: Individual Incentives



Individual incentives aligned with US-VISIT desired business outcomes

How We Are Integrated: Individual Incentives



**Largest and
Most Significant Project
– CEO Mandate**

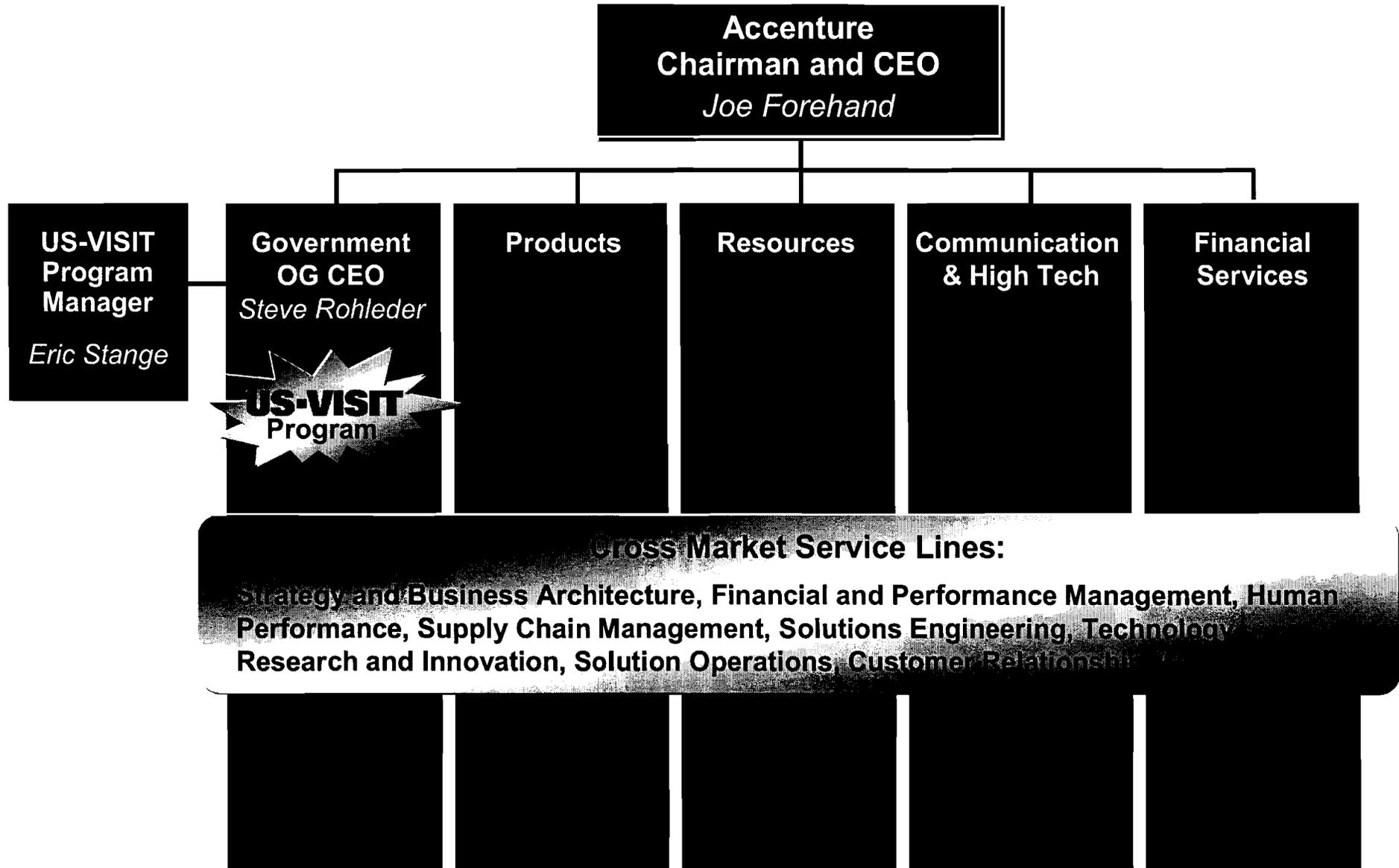
**Corporate
“Skin in the Game”
– Performance-Based Contract**

**Individual
“Skin in the Game”
– Compensation Tied to Outcomes**



- **Program position within corporate structure**
 - Most significant and important corporate program
 - Reports 1 Level below Accenture Chairman and CEO
- **Authority and autonomy of the Program Manager (PM)**
 - Full authority to commit Accenture and the Smart Border Alliance
- **Commitment on staffing**
 - All key personnel are committed for a minimum 2 years
 - Have the ability to select the right person for right position regardless of corporate affiliation (i.e., no restrictive teaming agreements)
- **Experience and continuity**
 - 75% of key personnel have past performance project experience or are former Government Border Management executives

The importance of US-VISIT is reflected in our commitment to staffing





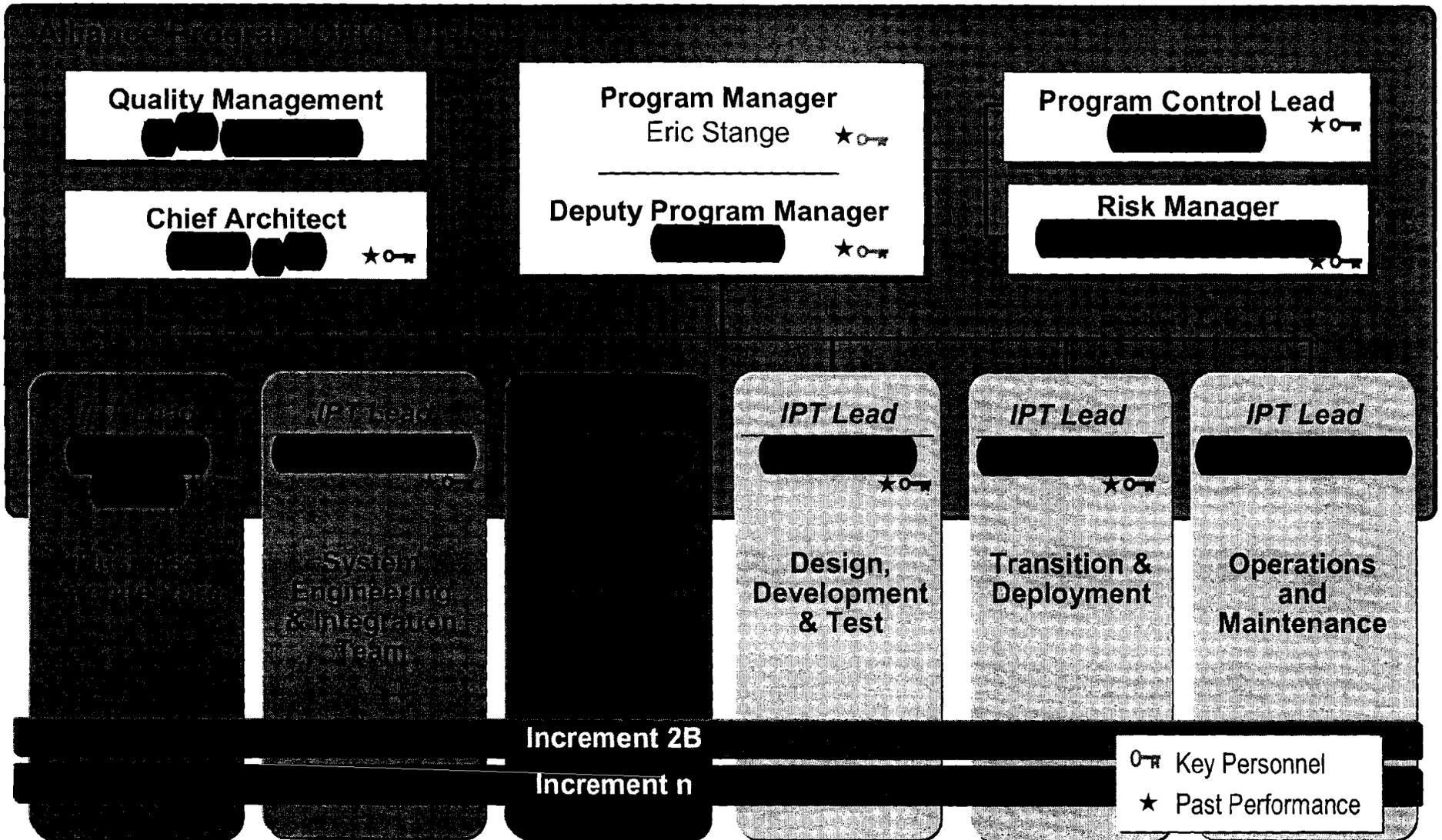
■ Program Manager (PM) Responsibilities

- Business Case Planning and Delivery of Business Outcomes
- Alliance Management
- Quality Management
- Risk Management
- Stakeholder Relations
- Increment Definition

■ Deputy Program Manager (DPM) Responsibilities

- Schedule and Budget Management Definition
- Teaming Alignment
- IPT Management
- Resource Management
- Increment Delivery
- Service Level Management

Smart Border Alliance Leadership





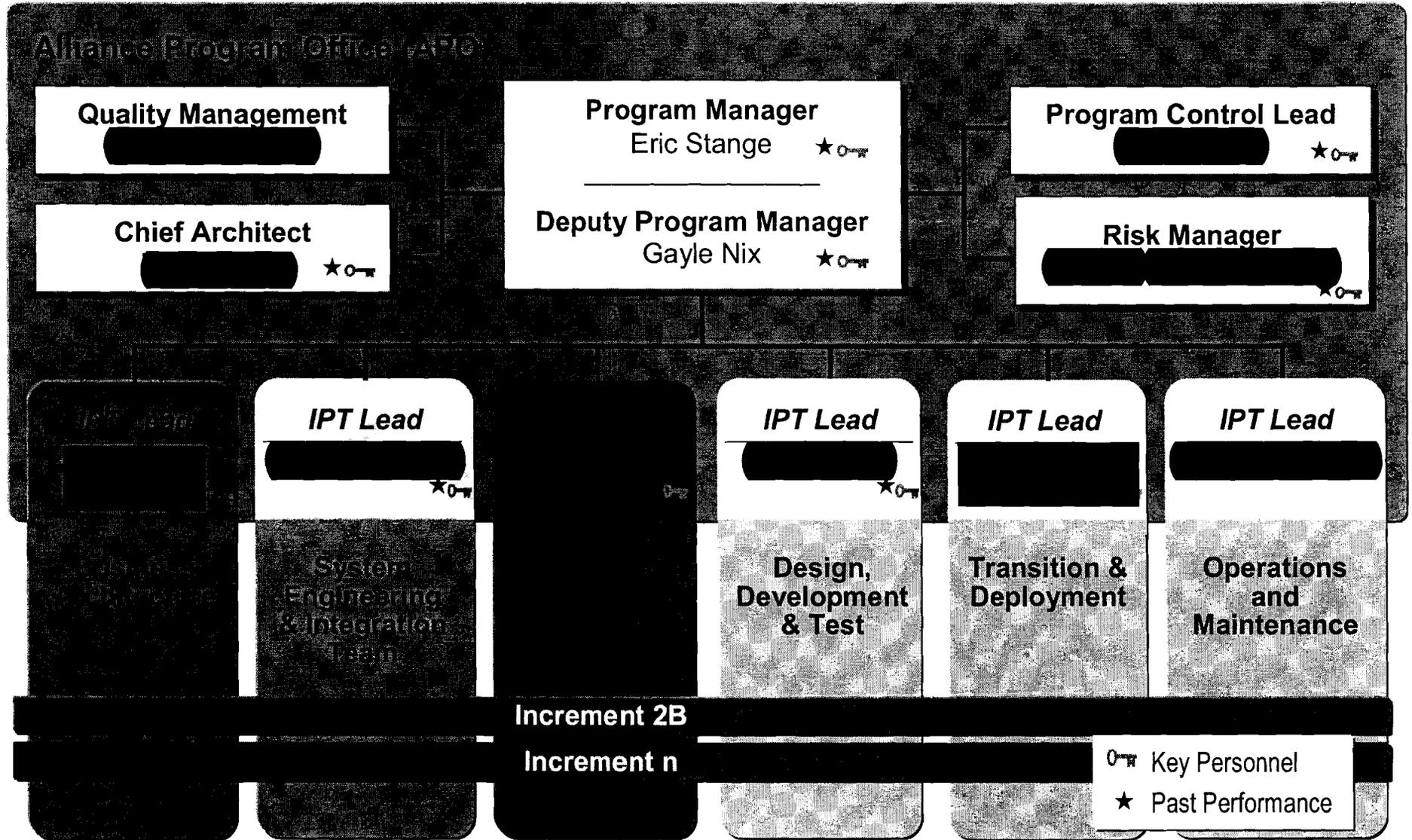
■ Alliance Program Office

- Management IPT
- Team approach to managing the Smart Border Alliance
- Includes leads of all IPTs
- Facilitates decision making among organizational elements
- Organized and designed to support life of Program
- Operates as unified, integrated team, irrespective of company designation

Alliance Program Office members lead the delivery of business outcomes

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Alliance Program Office

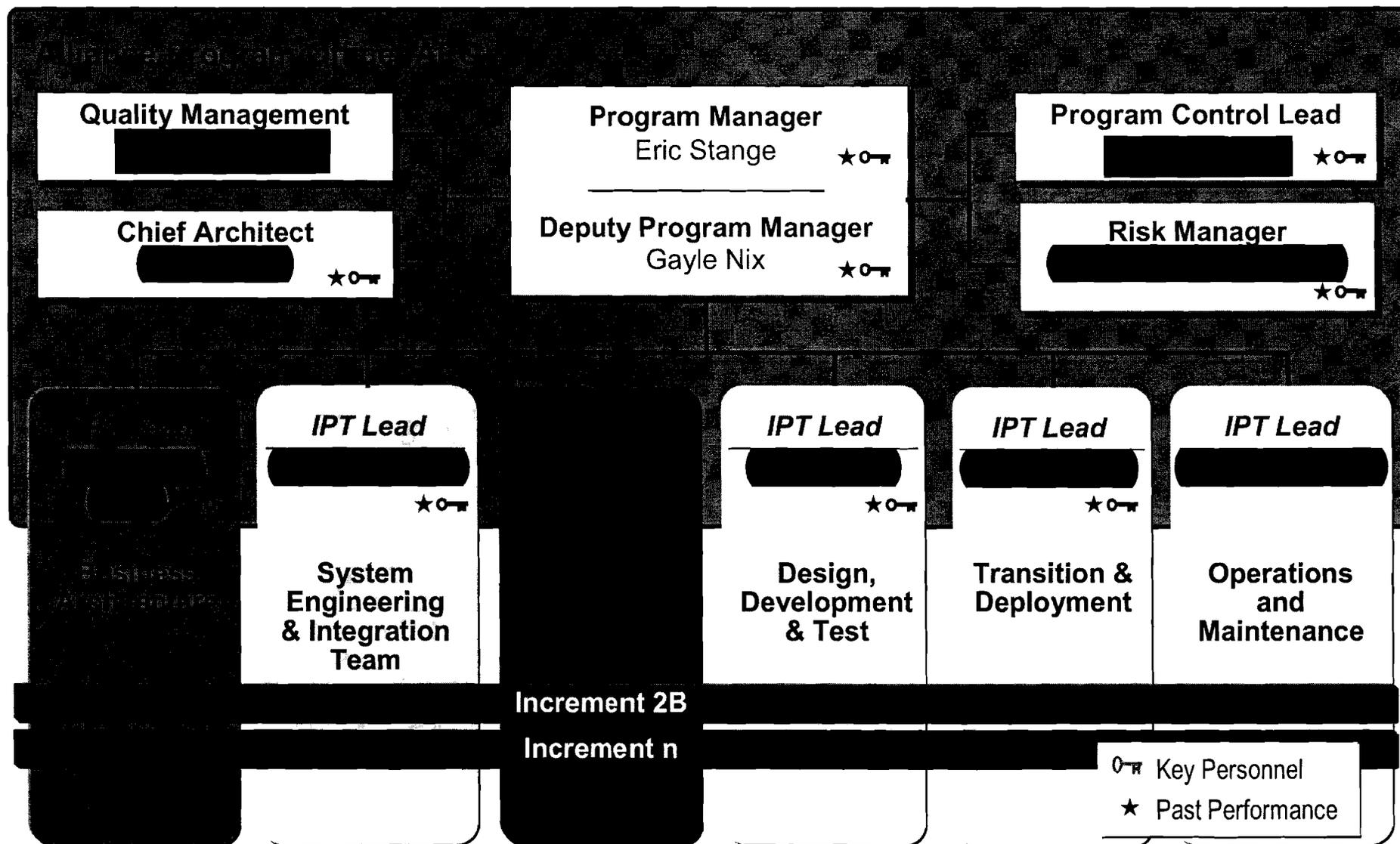




- **Our business transformation approach to IPT structure**
 - Each IPT exists for the life of program
 - Two kinds of IPTs for Business Transformation
 - Product/Increment Delivery
 - Process – in support of product delivery
- **Seamless, transparent integration of team members and subcontractors**
- **Business Architecture IPT is long-term, end-game focused**
- **Design, Development and Test IPT is separate from Transition and Deployment IPT**
 - Allows Transition and Deployment IPT to focus on analyzing and mitigating the impacts of each increment on border management operations
- **Organizational Change Management is embedded in all teams**
 - People and organizational impacts are considered by every IPT
- **Increment Management is focused on coordinating all key delivery components for each increment**

Our unique IPT structure has been applied successfully on large-scale business transformation programs

Product and Process IPTs

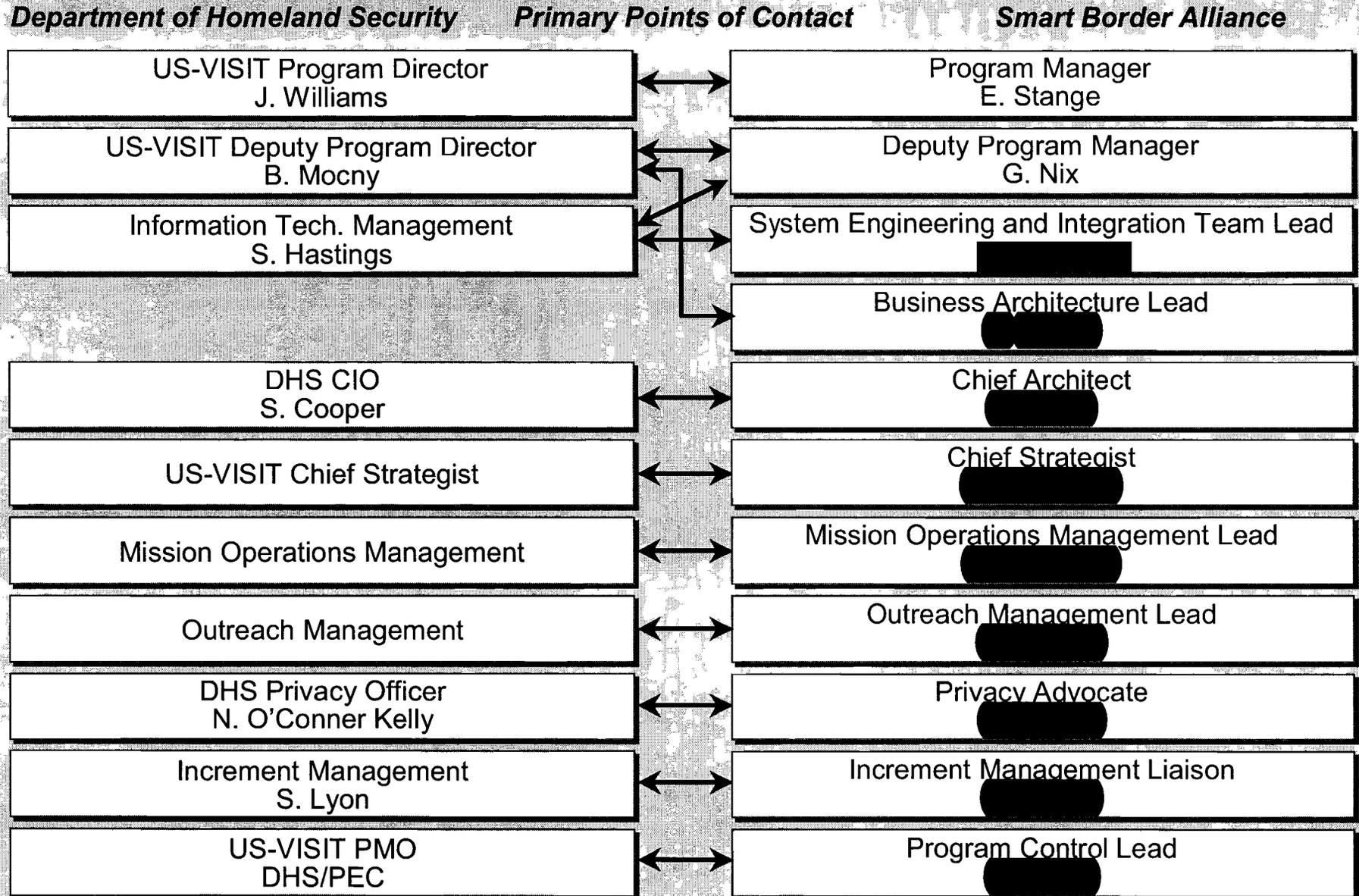




- **Single points of contact provide the mechanisms and opportunities for close collaboration**
- **Communication lines between DHS and Alliance roles**
 - Create partnering environment that works together
 - Works through life of the program
- **Establish accountability to execute successfully according to the program plan**
 - Collaborative
 - Business and Operations driven
 - Technology enabled
 - Joint decision making
 - Co-Located
 - Partners at all levels

Communication process structured to easily integrate with DHS

Working With US-VISIT Program Office





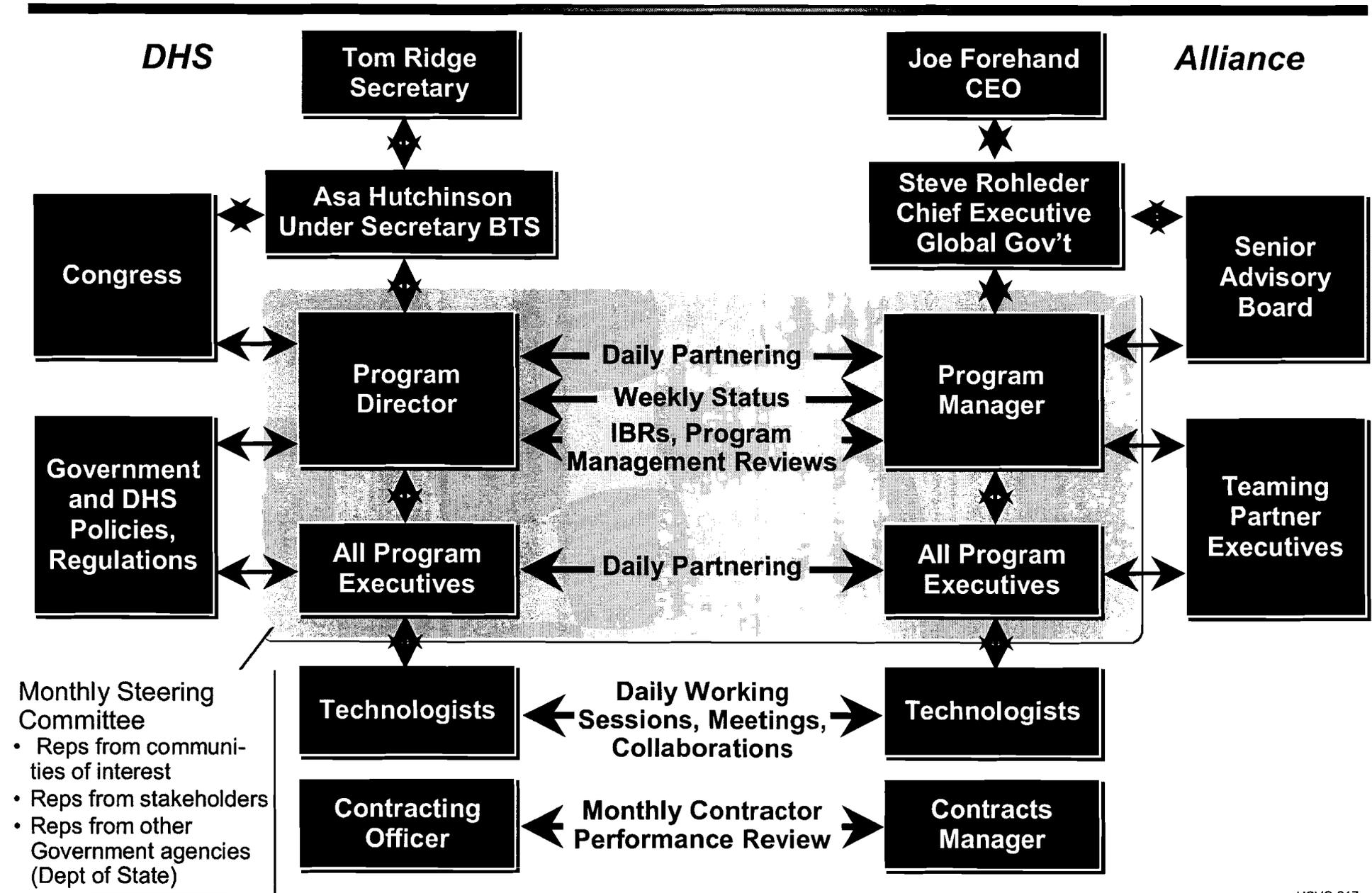
■ Executive communication

- US-VISIT Program executives and their Alliance counterparts establish a schedule for one-on-one meetings, and determine the best methods of interaction and communication

■ Facilitate process and product integration

- Integrated Baseline Reviews
- Program Management Reviews

Regular, open communication facilitates trust in partnership





- **Promote open, honest, direct communication**
- **Develop a mutually beneficial long-term business relationship which recognizes operational realities**
- **Align program objectives of both parties to achieve business outcomes**
- **Anticipate and meet partner needs**
- **Be accountable for commitments**
- **Recognize and reward the contributions of each partner**





- **Commitment and Program Organization**
- **Organizational Structure and Team Integration**
- **15 Minute Break**
- **Start-up Risks**
- **Program Process Integration and Control**
- **Lessons Learned**



■ **Presentation Topic: Organizational Structure and Team Integration**

■ **Lead Speakers: Gayle Nix** [REDACTED]

■ **Roles: Deputy Program Manager** [REDACTED]

■ **Outline**

- Interrelationships of primary organizational elements
- Levels of approval and authority
- Roles and responsibilities of program organization and key personnel
- Increment management of 2B “realities”
- Resolution of priority and resource conflicts
- Staffing and managing IPTs
- Communication channels
- Increment 2B “realities” in single scenario



■ Overall program direction

- US-VISIT Program Office drives the program
- Accenture senior executives provide requisite program oversight within the Smart Border Alliance
- Senior Advisory Board provides broad Government and commercial perspectives and advice to both the US-VISIT and Alliance Program Offices

■ Alliance Program Office (APO)

- Works with US-VISIT Program Office to achieve program goals
- Directs Alliance activities across all IPTs and increments

■ Increment Management IPT

- Delivers products according to incremental release strategy

■ Process IPTs

- Provide specific processes, functions, and skills to support Increment Management IPT

Our organization delivers both long-term program mission objectives and the specific business capabilities of each increment

Interrelationships of Primary Organizational Elements

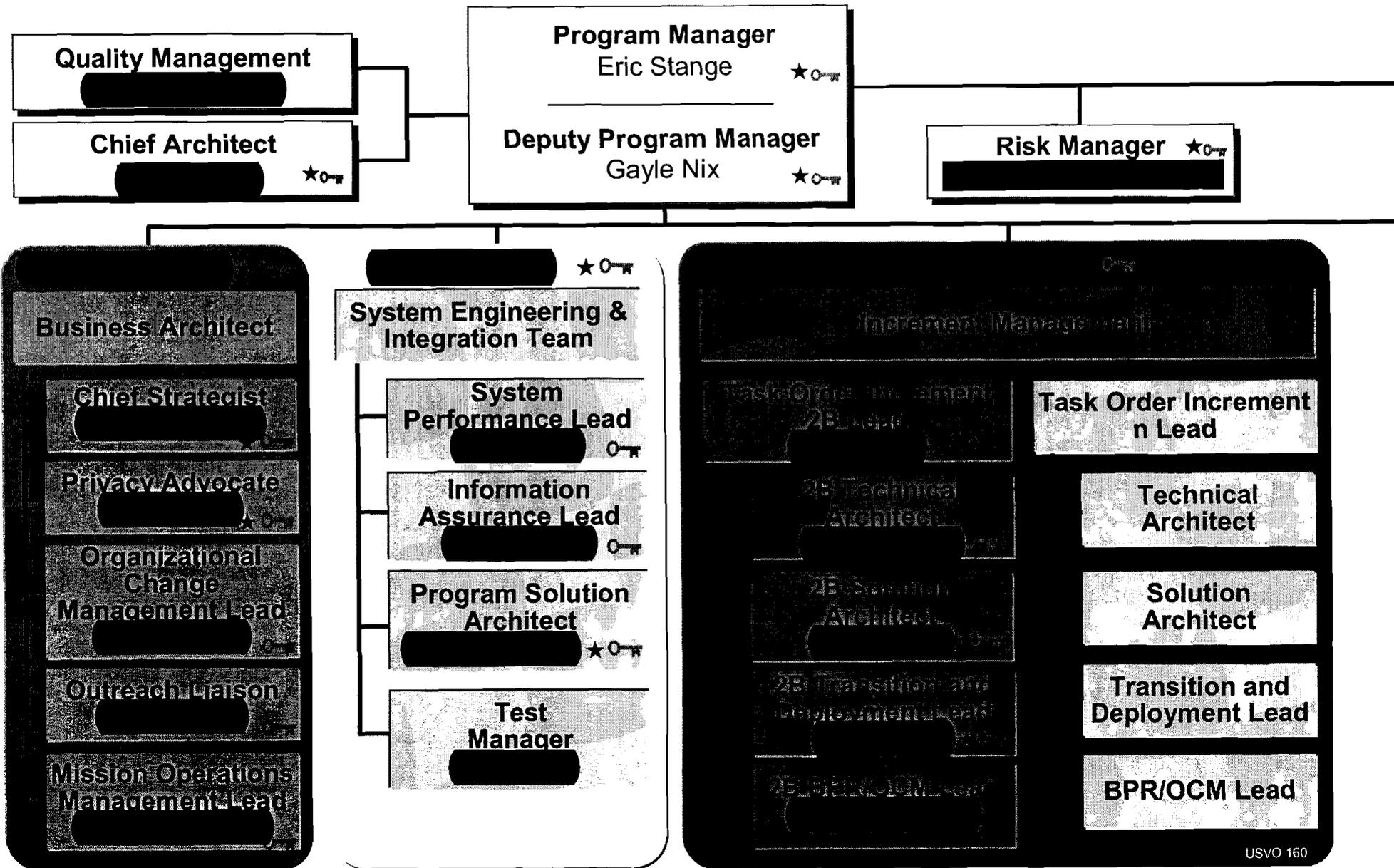


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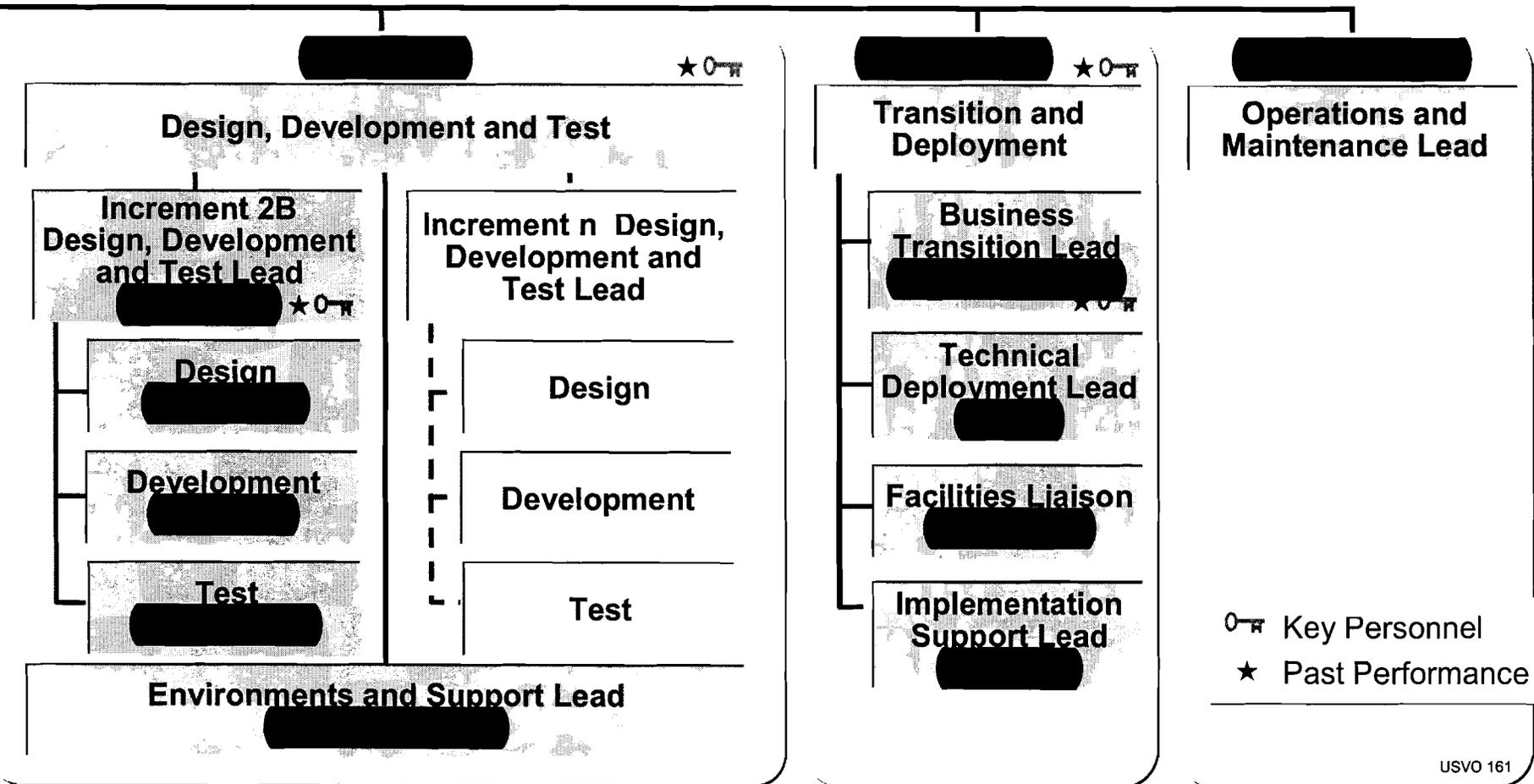
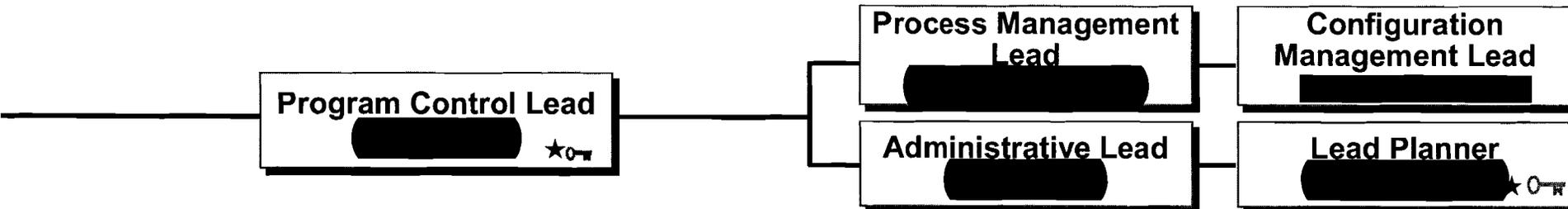
US-VISIT

Program Organization Chart Key Personnel



USVO 160

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USVO 161



- Enable decision making at the lowest levels and close to the customer
- Escalate issues and risks when beyond work package, budget or span of control
- Designated personnel are Cost Account Managers with authority over resources, budgets, and schedules to accomplish work packages
 - IPT Leads: Approval of tools, methods and processes used across the increments
 - Increment Management: Line authority for decisions affecting the delivery of the increments
 - Deputy Program Manager: Authority and approval for all defined program resources
 - Program Manager: Single point of accountability with authority to commit the Smart Border Alliance resources beyond initial definition

Our Alliance Leadership has delegated the authority to effectively deliver the US-VISIT Program





■ Mission

- Effective program management of a large, complex, global, multi-year program
- Partner with the US-VISIT PMO to create a positive business relationship with common objectives
- Achieve desired business results through a strategic, tactical, and operational focus

■ Benefits

- Business transformation delivered in an integrated, flexible manner
- Accountability and authority for delivering business results
- Alliance PMO aligned to support the US-VISIT PMO
- Integrated team of teams delivering business outcomes
- Consistent processes across US-VISIT delivery operations

Your mission is our mission

Alliance Program Office and Key Personnel Roles and Responsibilities



Quality Management

- Responsible for quality management program
- Independent assessment of quality
- Authority to escalate to Program Management

Chief Architect ★ O-7

- Manage adherence to HLS Enterprise Architecture
- Define functional, technical, informational, and operational archs

Program Manager

Eric Stange ★ O-7

- Single point of accountability
- Drive desired business outcomes
- Alliance management
- Risk management

Deputy Program Manager

Gayle Nix ★ O-7

- Schedule and budget management
- Teaming alignment
- Resource management
- IPT management

Program Control Lead ★ O-7

- Drive tactical planning
- Define program mgmt process development, monitoring, compliance
- Manage performance metrics

Risk Manager ★ O-7

- Define and manage risk management plan
- Compile risks and associated mitigating actions
- Manage escalation

IPT Lead ★ O-7

System Engineering & Integration Team

IPT Lead ★ O-7

Design, Development & Test

IPT Lead ★ O-7

Transition & Deployment

IPT Lead

Operations and Maintenance



■ Mission

- Facilitate business transformation of Homeland Security border management processes/mandates
- Provide continuous innovation and thought leadership to evolve the End Vision
- Address the concerns of stakeholders and communities of interest including minimizing impacts to business operations

■ Benefits

- Your success aligned with our success
- Well defined business requirements
- An approach that delivers your business outcomes
- Early identification of operational and stakeholder concerns reduces program risk

Helping you achieve your business objectives

Business Architecture IPT Key Personnel Roles and Responsibilities

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Quality Management Chief Architect	Program Manager Eric Sbraga Deputy Program Manager Gayle Nix	Program Control Lead Risk Manager
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Business Architect	Chief Strategist	Privacy Advocate	Organizational Change Management Lead	Outreach Liaison	Mission Operations Management Lead
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USVO-248



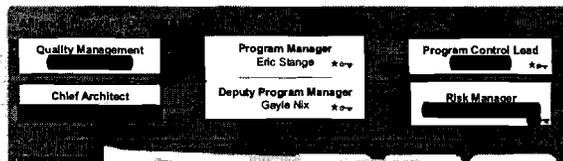
■ Mission

- Define functional and technical requirements, then monitor solution delivery against those requirements
- Optimize the use of technology as a business enabler
- Manage compliance with and enhancements to program Enterprise Life Cycle Model (ELCM) and Systems Development Life Cycle (SDLC)
- Monitor technology evolution and manage appropriate refresh
- Establish program test strategy and processes

■ Benefits

- Efficient, consistent delivery of solutions that incorporate new technology and processes that add value to US-VISIT
- Mission capabilities meet user, functional and technical requirements
- Conformance with HLS Enterprise Architecture

Systems Engineering & Integration Team Key Personnel Roles and Responsibilities



System Engineering & Integration Team

[Redacted Name] ★ 0-11

- Establish system engineering and integration practices and processes
- Lead requirements definition and manage compliance through delivery
- Emerging technology analysis

System Performance Lead

[Redacted Name] 0-11

- Define system performance standards
- Plan/manage system capacity and throughput
- Integrate performance requirements into system engineering practices

Information Assurance Lead

[Redacted Name] ★ 0-11

- Define/disseminate security requirements
- Define interface/database/programming standards needed to protect information
- Facilitate definition of role based access

Program Solution Architect

[Redacted Name] ★ 0-11

- Define information, operations and technical architectures to meet business goals
- Define solution architecture to align with HLS Enterprise Architecture

Test Manager

[Redacted Name]

- Defines program test strategy
- Leads independent verification of technical, functional, and performance requirements

Program Organization: Design, Development & Test IPT

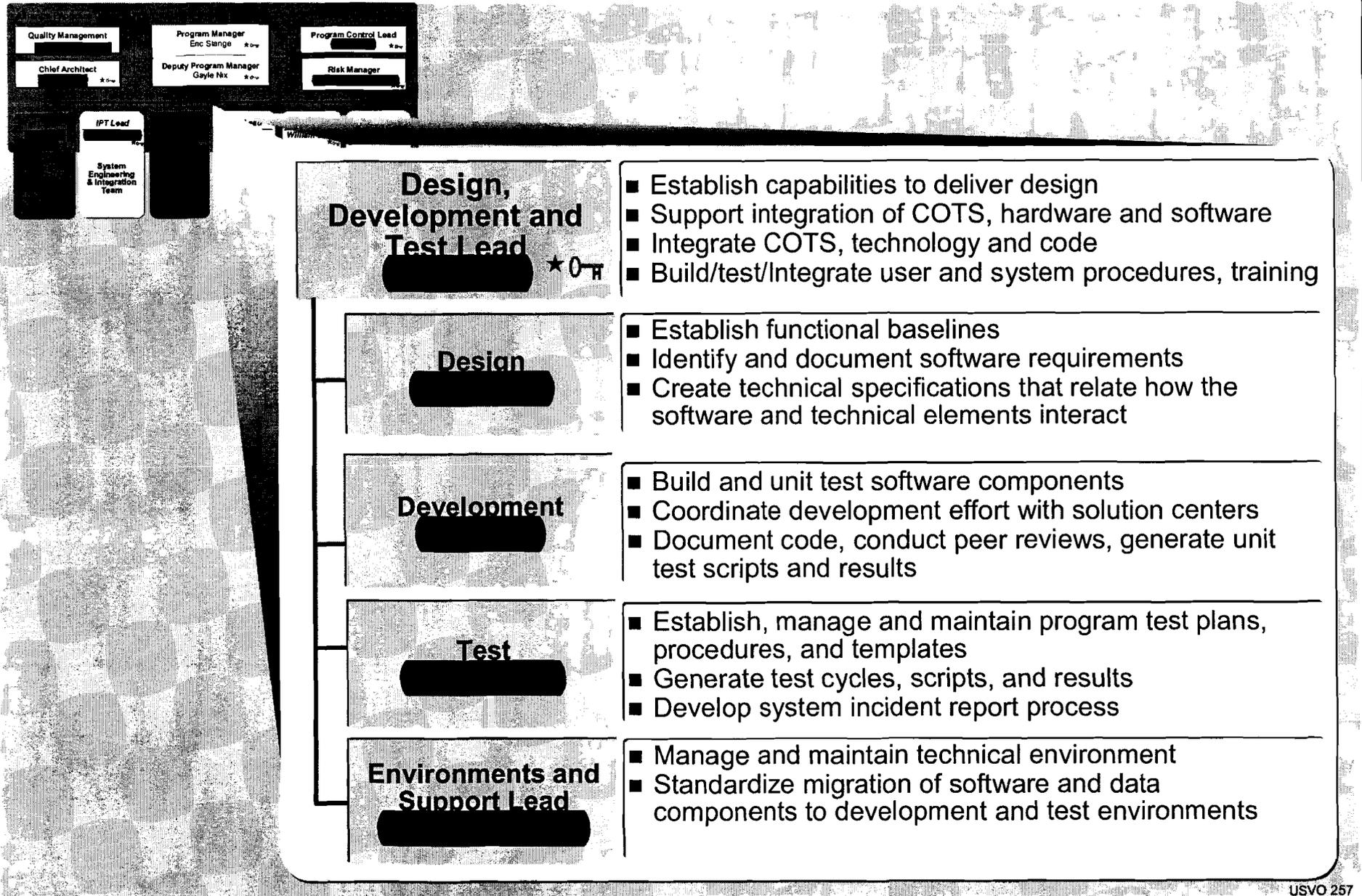


- **Mission**
 - Deliver best practices, proven tools, and specialized skills from throughout the Smart Border Alliance
 - Utilize Solution Centers to provide skilled resources to integrate and deliver technical components of the solution, including COTS configuration, user procedures, operations manuals, and training materials

- **Benefits**
 - Rapid delivery of high quality solution components with fewer resources
 - Leverage skills and resources across increments to reduce costs and improve quality

**Reuse of tools, best practices, and specialized skills
reduces cost and improves quality**

Design, Development & Test IPT Key Personnel Roles & Responsibilities



Program Organization: Transition & Deployment IPT



■ Mission

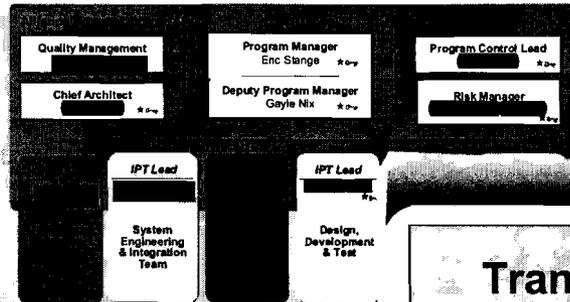
- Support people, processes, and technology through collaborative increment transition approach
- Deliver centralized process and services to enable increment delivery

■ Benefits

- A holistic approach encompassing both the business and technical perspectives
- Users prepared to deliver business benefits using the transformed processes and tools
- Minimization of operational impact to existing business functions, facilities, and stakeholders
- Decreased time, cost, and risk through continuous improvement and learning from each successive increment

Successful, timely, and efficient transition

Transition & Deployment IPT Key Personnel Roles & Responsibilities



Transition and Deployment

[Redacted Name] ★ O-7

- Define transition and deployment strategy and processes to support incremental releases
- Manage central support services for all increment releases

Business Transition Lead

[Redacted Name] ★ O-7

- Establish transitional approach, processes, procedures and training
- Manage business impact of transition
- Coordinate/review interdepartmental release plans

Technical Deployment Lead

[Redacted Name]

- Processes and services in support of site readiness
- Logistics for technical deployment based on increment requirements

Facilities Liaison

[Redacted Name]

- Provide planning to support the government design and modification of facilities

Implementation Support Lead

[Redacted Name]

- Support increment, release and project transition and deployment efforts
- Centralized support for identification and troubleshooting of problems, issues and concerns



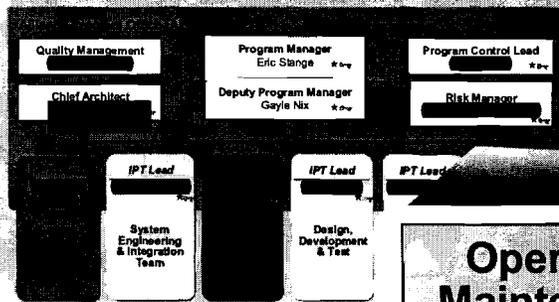
■ Mission

- Establish and deliver business defined service level requirements
- Manage the effective ongoing operations of infrastructure and systems in support of transformed business processes
- Manage operations and maintenance for legacy systems
- Manage interactions with legacy system contractors

■ Benefits

- Business defined service levels are achieved
- Seamless interaction with legacy contractors – transparent to DHS

Transparent support focused on minimizing disruptions to operations



Operations and Maintenance Lead

- Operates and maintains US-VISIT program systems and capabilities
- Identify, document, disseminate and manage the production environments for the US-VISIT program
- Establish service level requirements

Services Management Lead TBD

- Establish and manage service level agreements
- Establish processes and tools to coordinate and deliver solutions to service requests
- Manage prioritization of fixes and minor enhancements

O&M Technical Lead TBD

- Troubleshoot, prioritize and resolve production issues
- Follow up and confirm satisfactory resolution of production issue

Call Center Lead TBD

- Establish processes and procedures to respond to call center requests
- Monitor, control and report on the quality and timeliness of responses

O&M Support Lead TBD

- Manage production environments
- Responsible for transition from deployment team to production
- Responsible for maintaining production capabilities

Program Organization: Increment Management IPT



■ Mission

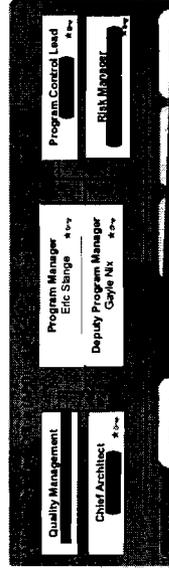
- Manage the end-to-end delivery and provide ongoing support to deliver feasible business benefits for each increment
- Manage increment resources
- Define the scope of each increment
- Provide flexibility, agility, and speed to adapt to a changing environment

■ Benefits

- A single point of responsibility and accountability for the success of each increment
- Tangible and measurable business value delivered for each increment
- Provide ongoing feedback to other IPTs to build continuous improvements
- Context for prioritized decision making across increments

Built in continuous improvements to IPT functional support

Increment Management IPT Key Personnel Roles & Responsibilities



(Increment 2B Example)

Manages/Controls increment delivery
Manages/Monitors increment budget, schedule, quality

Manages/Plans/Designs/Integrates 2B applications/technical infrastructure
Verify 2B compliance with 2B application, technical, security, performance requirements

Single point of contact for 2B architecture
Verifies compliance with DHS EA
Validates 2B compliance with requirements and consistency with End Vision

Develop/Disseminate transition/deployment plans
Execute business transition and technical deployment activities
Report implementation status

Manage 2B business process re-engineering activities
Define/accomplish 2B organization design and alignment
Guide/oversee 2B training design, develop, delivery

Increment 2B Roles and Responsibilities



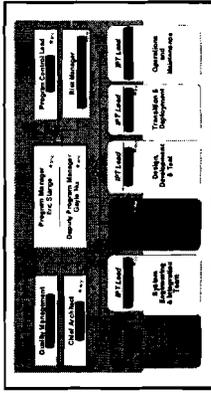
- **Increment Management Responsibilities**
 - Responsible for the delivery of 2B
 - Oversees migration of increment components across IPTs – from initial business requirements through full deployment
 - 2B Increment Management maintains staff from each IPT enabling an integrated “point of view”
 - Works collaboratively with Government Increment IPT lead
 - Reports directly to Program Manager/Deputy Program Manager

- **IPT Responsibilities to Increment 2B**
 - Each IPT contributes specific areas of focus, knowledge and subject matter expertise to deliver Increment 2B specific capabilities
 - IPTs deliver 2B work products (e.g. communications plan, functional requirements, integrated COTS, transition and deployment plans) as directed by the Task Orders and Increment Management
 - Responsible for the successful delivery of Increment 2B

A single owner able to leverage resources from each IPT to drive business outcomes



Increment 2B Roles and Responsibilities



Program Office (APO)

2B Process Control

System Engineering & Integration Team IPT

- 1 ■ 2B Functional Requirements
- 2 ■ 2B Functional Requirements
- 3 ■ 2B Technical Requirements
- 4 ■ 2B Security
- 5 ■ 2B Capacity Planning/Performance Standards
- 6 ■ Integration and IV&V Testing

Design, Development & Test IPT

- 6D ■ Design Components to Meet 2B Functional and Technical Requirements
- 7A ■ Build 2B Components
- 8 ■ Test 2B Components
- 9 ■ Integrate 2B Hardware/Software/Applications

Transition & Deployment IPT

- 6E ■ 2B Transition and Deployment Plans
- 7B ■ 2B Transition Preparation
- 12 ■ 2B Transition and Deployment
- 13A ■ 2B Post Deployment Assessment
- 13B ■ Technical Help Desk Support

Operations and Maintenance IPT

USVO 232

Increment 2B Levels of Approval and Authority



- **First level - 2B IPT sub-team approval and authority**
 - Authority and decisions associated with Increment 2B tasks, products, and deliverables are made at the IPT sub-team level
 - For Example: The Transition and Deployments IPT for Increment 2B consists of 8 sub-teams (4 Transition Teams at the Southern Border, 2 Transition Teams at the Northern Border, 2 Tiger Teams)
- **Second level - 2B IPT team lead increment management approval and authority**
 - IPT Team Leads review and approve the work products produced by the IPT sub-teams and manage issues and risks escalated by IPT sub-team
- **Third level - 2B Increment Management IPT approval and authority**
 - Increment Management provides authority and approval for 2B deliveries from IPTs and manage cross-IPT team coordination issue resolution

Decision making to the lowest possible level

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Increment 2B Levels of Approval and Authority





- **Empower the team to resolve conflicts**
- **Minimize conflicts through proactive planning**
 - Program plan and strategy documents are based on predefined goals, objectives and priorities
 - Proactively identify interdependences and touch points with other programs
 - Identify potential priority and resource conflicts; develop action plans
- **When conflicts do arise, address them quickly**
 - Predetermined processes and methods enable quick escalation to appropriate personnel
 - Open communication between Alliance and government personnel speed appropriate recommendations and best possible resolution

**Well defined scope of authority enables team to
pinpoint ownership for resolution**

Resolution of Priority and Resource Conflicts



Proactively Mitigate Conflicts

- Analyze program plan, ELCM, strategies; anticipate/refine priorities and interdependencies
- Analyze Task Orders/proposals; anticipate/refine priorities and interdependencies
- Analyze program resource forecast for potential conflicts
- Conduct weekly status meetings to discuss potential/pending conflicts
- Document potential conflicts, alternatives, and approved action plans



In partnership, the SBA and Government proactively plan to minimize conflicts, then actively work to resolve conflicts that do arise



Address Identified Conflicts

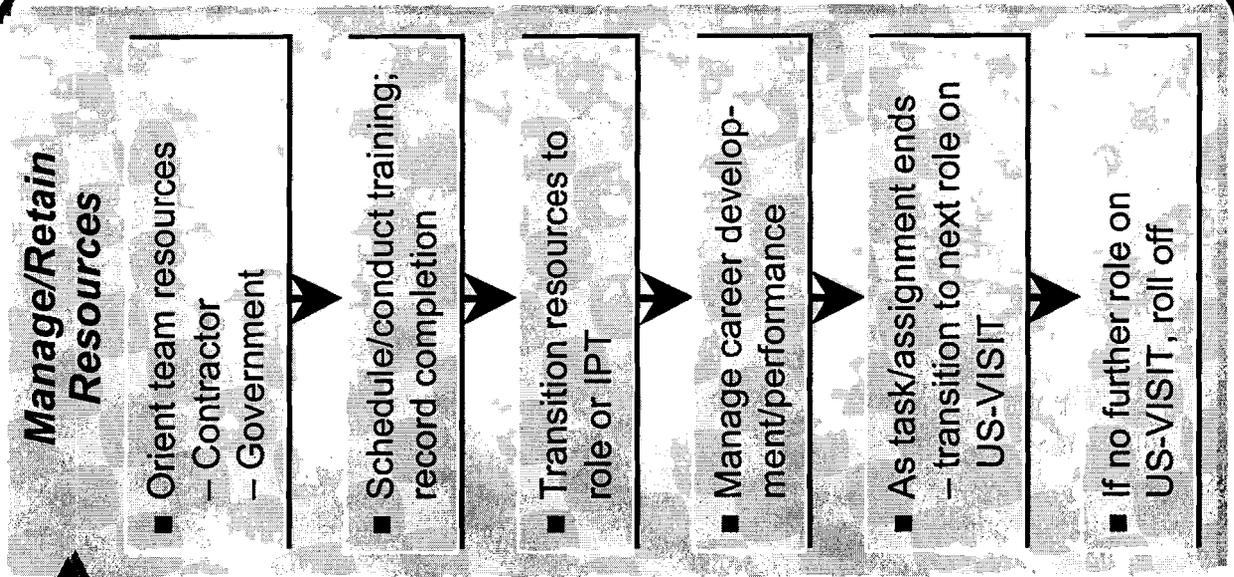
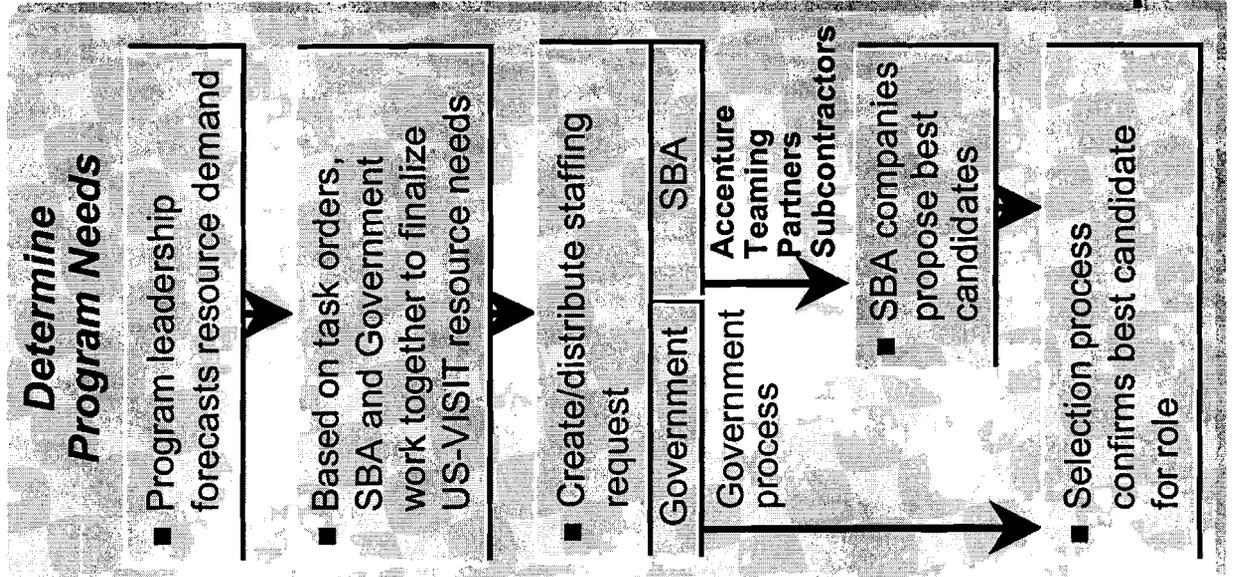
- Identify conflict
- Assign responsibility for resolution to lowest possible level
- Identify alternatives and recommendations
- If conflict cannot be resolved, escalate
- Program management reaches out to Accenture leadership, executives, stakeholders, senior advisors as required
- Document conflict and final resolution



- **Process defines requirements and determines staffing for both the Government and Alliance**
 - Staffing begins with discussion and confirmation of Government and Alliance resource requirements
 - Staff members determined by skills, knowledge, and experience
 - Staffing requirements fulfilled regardless of organizational affiliation
 - Government subject matter expertise integrated into work effort
 - High quality solution built right the first time
 - Ongoing orientation of program processes and DHS business operations

Our staffing process delivers a fully integrated IPT of Government, Accenture, teaming partner, and subcontractor personnel with the right skills to do the job.

Staffing the IPTs



Smart Border Alliance IPT

- Government
- Technologists
- Users
- Stakeholders
- Subject matter experts
- SBA
 - Accenture
 - Raytheon
 - Titan
 - SRA
 - Other Subcontractors

Working together to produce quality processes, products and deliverables



- **Establish open, honest and direct communications between team members**
 - Government and Alliance
 - At all levels of the organization
- **Processes and tools enable effective communications**
 - In-person and virtual
 - Build relationships and encourage knowledge transfer
 - Co-location at 1616 N. Ft. Myer Drive facilitates partnership
 - US-VISIT portal as the single point of entry to program information
- **Communication is role-based – each team member is provided appropriate information to be effective**

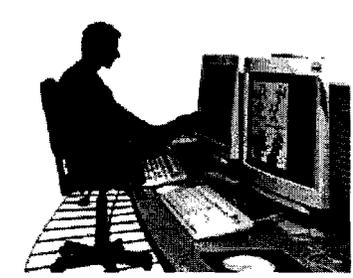
We maximize team performance by providing access to the right information at the right time



US-VISIT Portal

Communication Channels

- Team knowledge repository
- Real time
- Initial source for status, deliverables, in progress, "chats"
- Every member has access



Internal IPT Communications

Communication Channels

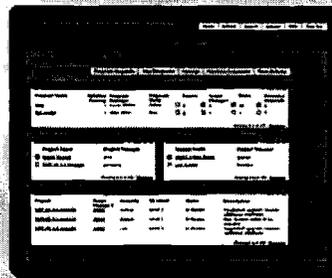
- Status meetings
- Status reports
- Working sessions
- IPT-wide meetings



Common Processes, Procedures, Tools

Communication Channels

- Single set of program management processes/procedures
- Single set of system engineering processes/principles
- Common integrated toolset



Cross IPT Communications

Communication Channels

- APO/Management IPT
- Increment kick-offs
- Lessons learned sessions
- Program-wide Town Halls





Communication Channels: Effective Knowledge Management

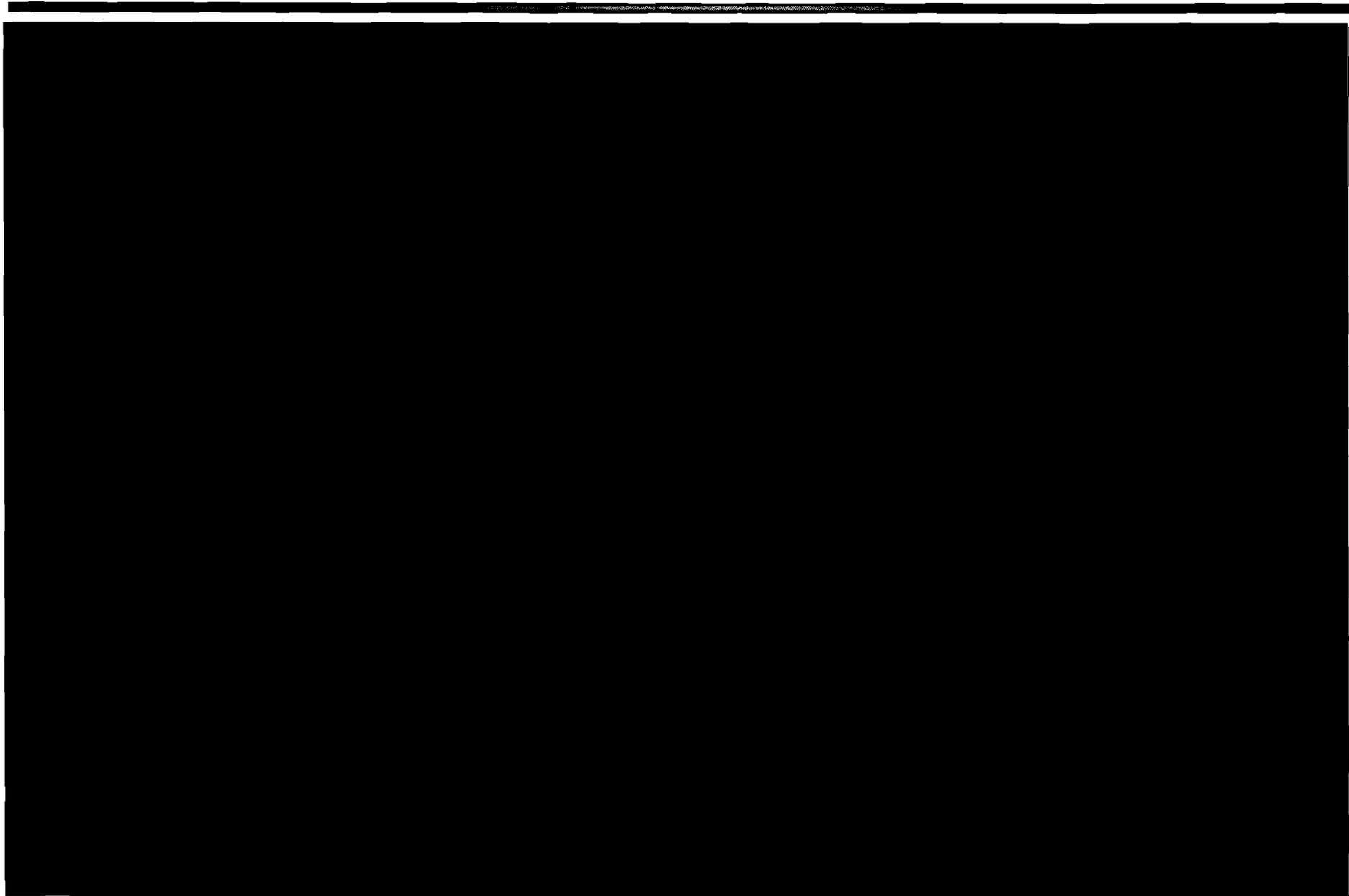
- **Program/Increment direction, status, progress, and accomplishments**
 - Scope, budget and schedule
 - Risk and mitigation
 - Issues and proposed action plans/resolutions
 - Quality assessment and concerns
 - Change requests
- **Knowledge repository and tools**
 - Orientation information
 - Technical directions
 - Functional and technical documentation
 - SEMP, SDLC, ELCM
 - Concept of operations papers
 - FAQs

The Smart Border Alliance has defined the communications needed to effectively manage the program

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Communication Channels: Effective Knowledge Management



Increment 2B Communications



- **Increment 2B communication methods during pre-award include daily, weekly, bi-weekly, and monthly communications across levels**
- **Increment 2B program level communication**
 - Twice weekly Issue Management Meetings (Mondays and Thursdays)
 - Weekly Program Management Status Meetings (every Wednesday)
 - Weekly PMO Meetings (Wednesday)
 - Bi-weekly Critical Path Meetings (every other Friday)
 - Bi-monthly Sub Contractor Meetings (for each major sub-contractor)
 - Bi-monthly “Lunch and Learns”
- **Increment 2B IPT level communication**
 - Weekly Increment Management Meetings (every Friday)
 - Document Reviews
- **Increment 2B IPT sub-team level communication**
 - Weekly IPT Sub-team Meetings

Pre-award communication is critical to be ready on day 1

Increment 2B Monthly Communications – March 2004



March 2004				
Mon	Tue	Wed	Thu	Fri
1 9-10am Business Architecture 10-11am Transition/Deployment 3-4pm Issues/Mgmt.	2 9-10am SEIT 10-11am DD&T 11-12pm Document PMO Plan	3 9-11am Program Management Status Meeting 11-12pm PMO Meeting	4 9-11am Deployment/Transition technical review 2-4pm Raytheon Team 4-5pm Issues Mgmt.	5 9-10am Increment Management 10am-12pm Critical Path
8 9-10am Business Architecture 10-11am Transition/Deployment 3-4pm Issues/Mgmt.	9 9-10am SEIT 10-11am DD&T	10 9-11am Program Management Status Meeting 11-12pm PMO Meeting 12-2pm Lunch & Learn	11 9-11am Deployment/Transition technical review 2-4pm Titan Team mtg 4-5pm Issues Mgmt.	12 9-10am Increment Management 10-11am Functional reqmts doc review
15 9-10am Business Architecture 10-11am Transition/Deployment 3-4pm Issues/Mgmt.	16 9-10am SEIT 10-11am DD&T	17 9-6pm Sr. Mgmt Review of 2B plans, schedules and Deliverables	18 9-11am Technical Architecture technical review 2-4pm SRA Team 4-5pm Issues Mgmt.	19 9-10am Increment Management 10am-12pm 2B Critical Path
22 9-10am Business Architecture 10-11am Transition/Deployment 3-4pm Issues/Mgmt.	23 9-10am SEIT 10-11am DD&T 2-4pm Program management meeting	24 9-11am Program Management Status Meeting 11-12pm PMO Meeting	25 9-11am PMO Plan Review 2-4pm Subcontractor meeting 4-5pm Issues Mgmt.	26 9-10am Increment Management
29 9-10am Business Architecture 10-11am Transition/Deployment 3-4pm Issues/Mgmt.	30 9-10am SEIT 10-11am DD&T	31 9-11am Program Mgmt Status Meeting 11-12pm PMO Meeting 12-2pm Lunch & Learn 3pm Mo. CEO report due		

Increment 2B Monthly Communications – September 2004



September 2004						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 Weekly issue/risk meeting 1pm-3pm Daily "Standup" Call 5pm-6pm	2 Escalation conference call 1pm-3pm Daily "Standup" Call 5pm-6pm	3 Critical Path/ Schedule Review 8am-10am Daily "Standup" Call 5pm-6pm	4 Daily "Standup" Call 5pm-6pm (as required)
5 Daily "Standup" Call 5pm-6pm (as required)	6 Daily "Standup" Call 5pm-6pm Labor Day	7 Incr. 2B Transition/ Deployment conference call (central) 9am-10am Daily "Standup" Call 5pm-6pm	8 Weekly issue/risk meeting 1pm-3pm Daily "Standup" Call 5pm-6pm	9 Escalation conference call 1pm-3pm Daily "Standup" Call 5pm-6pm	10 Critical Path/ Schedule Review 8am-10am Daily "Standup" Call 5pm-6pm	11 Daily "Standup" Call 5pm-6pm (as required)
12 Daily "Standup" Call 5pm-6pm (as required)	13 Stakeholder Meeting 9am-12pm Incr. 2B Transition/ Deployment meeting (regional) 3pm-4pm Daily "Standup" Call 5pm-6pm	14 Incr. 2B Transition/ Deployment conference call (central) 9am-10am Daily "Standup" Call 5pm-6pm	15 Weekly issue/risk meeting 1pm-3pm Daily "Standup" Call 5pm-6pm	16 Escalation conference call 1pm-3pm Daily "Standup" Call 5pm-6pm	17 Critical Path Meeting 8am-10am Daily "Standup" Call 5pm-6pm	18 Daily "Standup" Call 5pm-6pm (as required)
19 Daily "Standup" Call 5pm-6pm (as required)	20 Incr. 2B Transition/ Deployment meeting (regional) 3pm-4pm Daily "Standup" Call 5pm-6pm	21 Incr. 2B Transition/ Deployment conference call (central) 9am-10am Daily "Standup" Call 5pm-6pm	22 Weekly issue/risk meeting 1pm-3pm Daily "Standup" Call 5pm-6pm	23 Escalation conference call 1pm-3pm Daily "Standup" Call 5pm-6pm	24 Critical Path Meeting 8am-10am Daily "Standup" Call 5pm-6pm	25 Daily "Standup" Call 5pm-6pm (as required)
26 Daily "Standup" Call 5pm-6pm (as required)	27 Stakeholder Meeting 9am-12pm Incr. 2B Transition/ Deployment meeting (regional) 3pm-4pm Daily "Standup" Call 5pm-6pm	28 Incr. 2B Transition/ Deployment conference call (central) 9am-10am Daily "Standup" Call 5pm-6pm	29 Weekly issue/risk meeting 1pm-3pm Daily "Standup" Call 5pm-6pm	30 Escalation conference call 1pm-3pm Daily "Standup" Call 5pm-6pm		

Increment 2B Staffing Levels by Month and Associated IPT

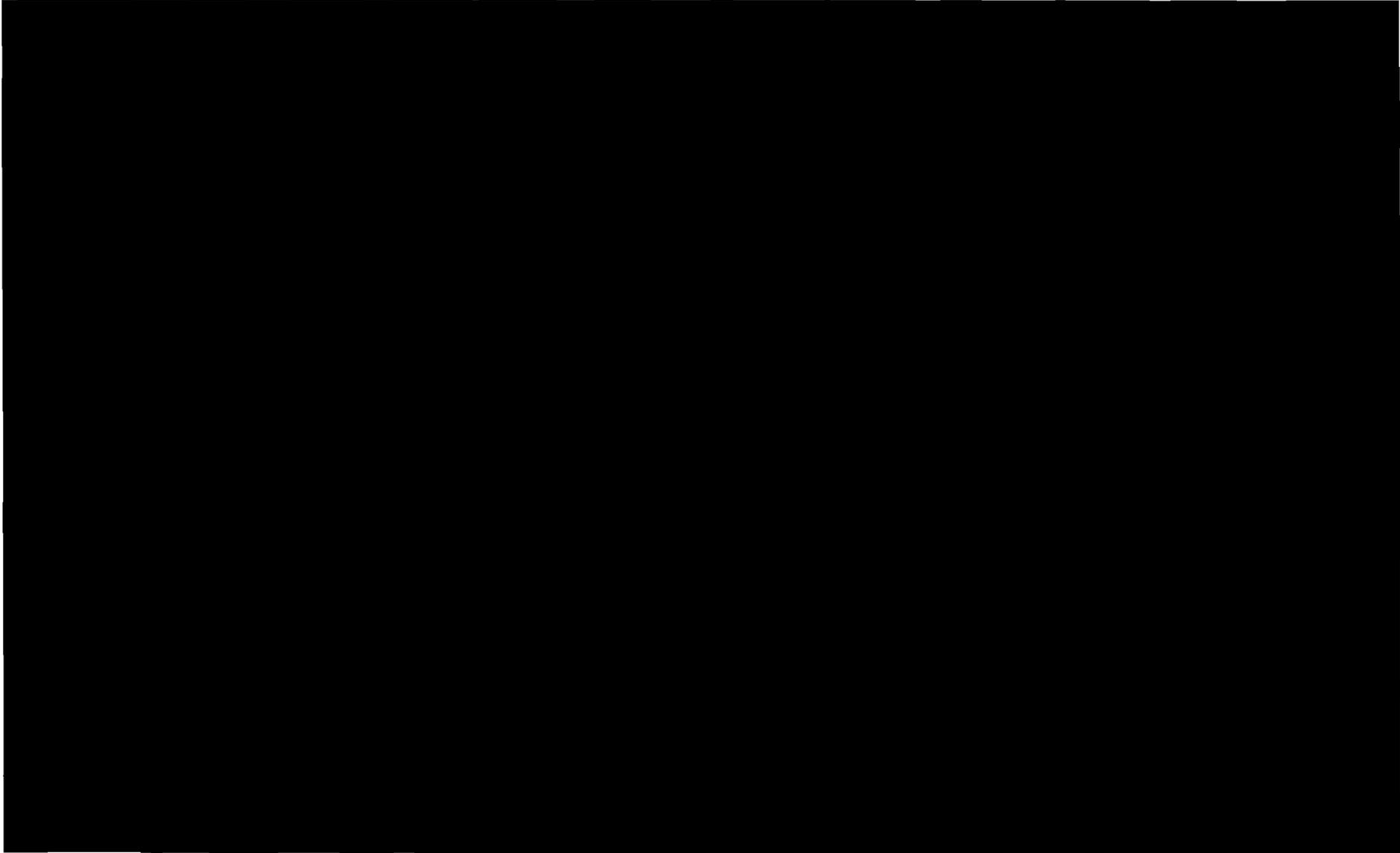


The Increment 2B team is focused on critical path activities
to achieve the legislative mandates

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Increment 2B Staffing Levels by Month and Associated IPT





Sample Meeting Agenda: Daily Standup Conference Call

Daily Standup Conference Call

Thursday, September 2, 2004 (5 pm – 6 pm EST)

Call Information: 1 800 [redacted]

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Attendees:

[redacted]
(b)(6)

TBD – Other Government Officials

Agenda

1. Review specific issues/conflicts (by IPT)
(e.g., schedule, scope, progress)
2. Determine issues/risks to escalate to APO
3. Review action items/issues

Objectives

- Review current issues/risks
- Identify new risks
- Assign issue/risk resolution owners and target dates

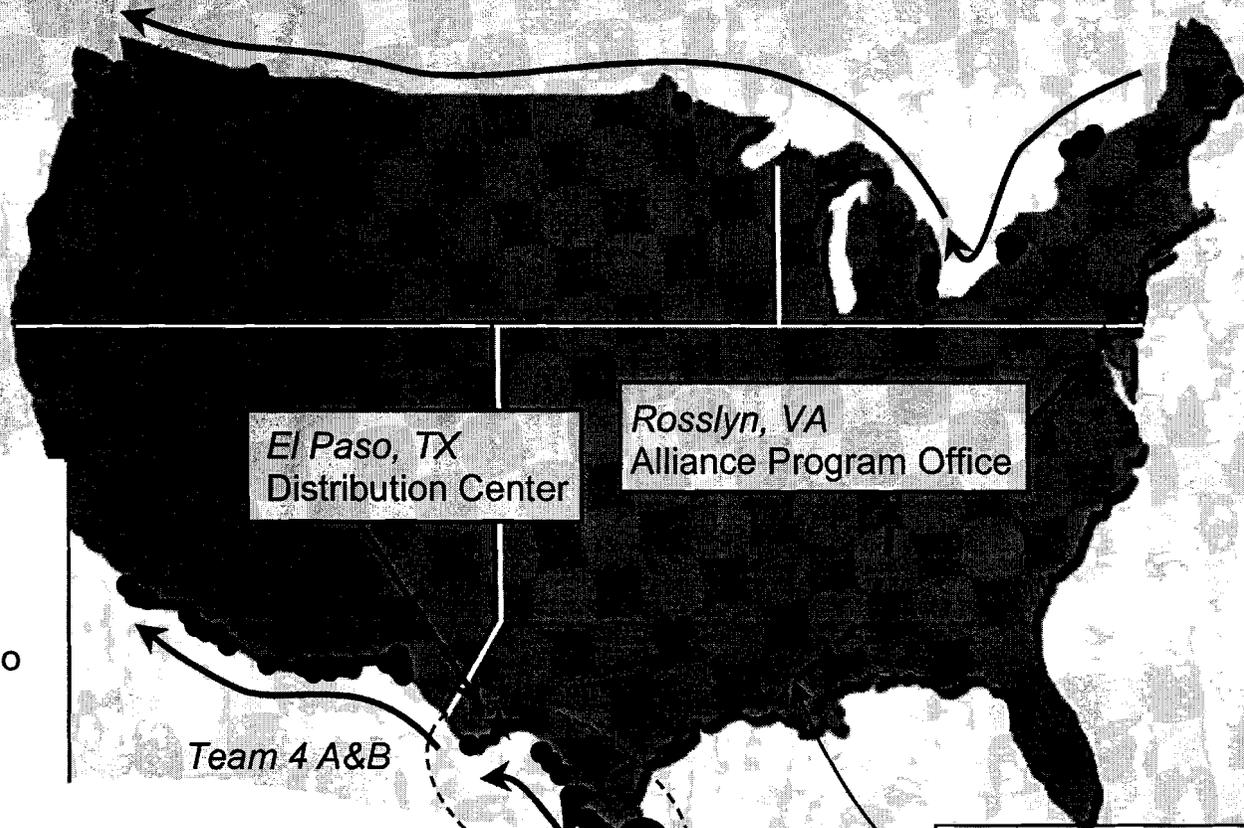


- **September 22nd (before 5pm) – assess issue**
 - Is the infrastructure damage extensive enough to affect the Nov. 19, 2004 deployment
 - Can the damage be repaired in time to accommodate an on-time implementation without impacting security or service
 - What is the impact to the Increment 2B schedule and US-VISIT Program
 - Can the deployment be delayed without massive impact to the overall Increment 2B schedule or US-VISIT program solution

- **September 22nd at 5pm standup call**
 - Review assessment
 - Review options to minimize schedule impacts
 - Need for tiger team/change deployment sequence/need to schedule after Nov. 19, 2004

- **September 23rd at Escalation Conference Call**
 - Raise approach/options/recommendations to APO
 - Track through Program Control Office
 - Track through Risk Management
 - Document resolution and monitor

Increment 2B Sample Transition/Deployment Conflict Example



Scenario

- September 21, 2004
Brownsville, Texas:
- Massive flooding of Rio Grande
 - Major damage POE infrastructure

Impact

Stakeholders and port directors are concerned infrastructure damage will impact POE deployment



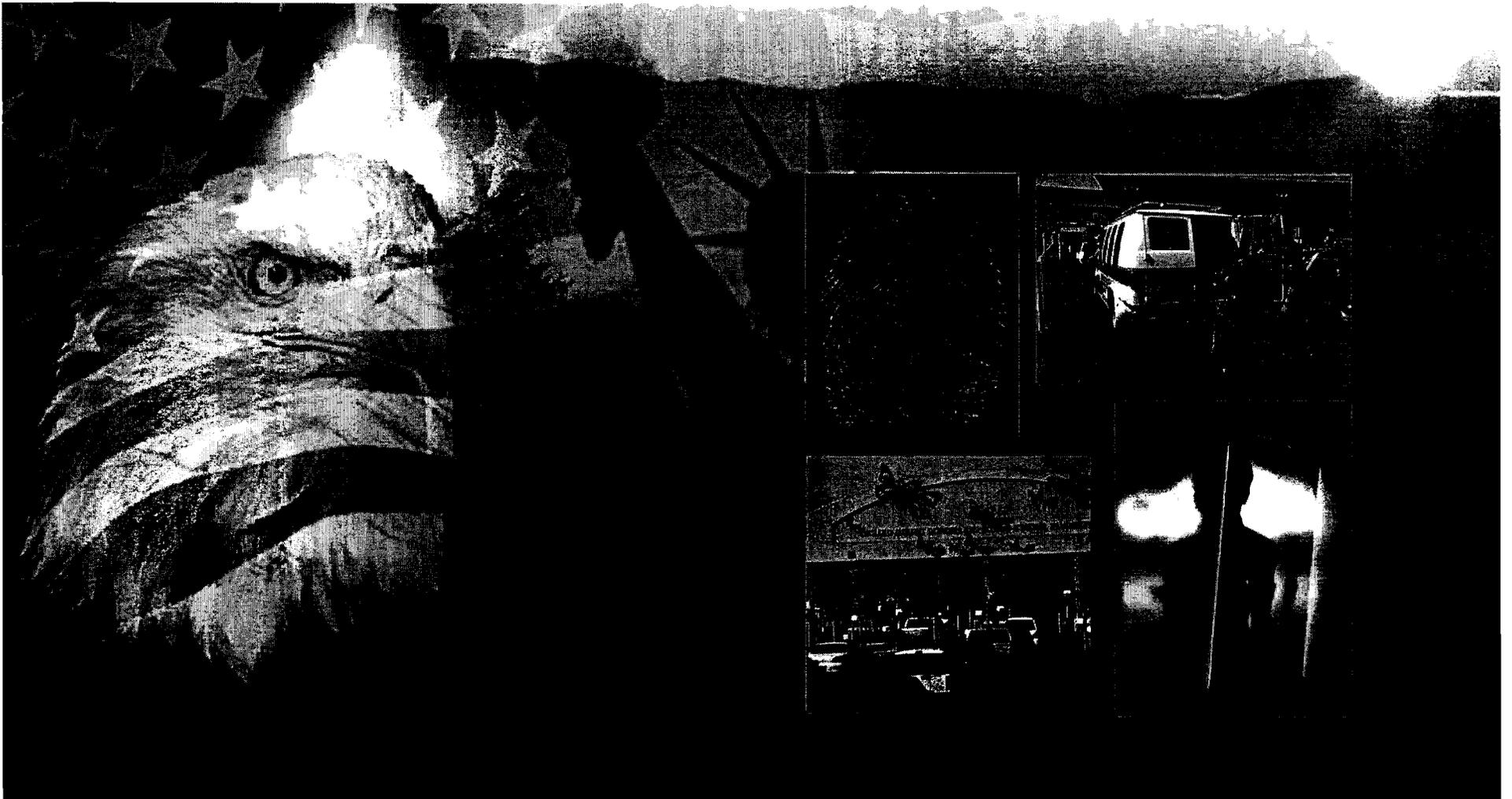
- **Business Architecture drives our organization approach to transform cross-government border management processes**
- **Increment Management IPT cuts across process IPTs to deliver products on time, on budget while building towards the End Vision – starting with Increment 2B**
- **We empower our team with the authority to make decisions at the lowest possible levels**
- **Government co-lead in all IPTs to maximize operational acceptance**
- **Our communication approach provides the right information to the right people at the right time through diverse channels**
- **Our organization is defined and our resources are committed to the success of US-VISIT**





- **Commitment and Program Organization**
- **Organizational Structure and Team Integration**
- **15 Minute Break**
- **Start-up Risks**
- **Program Process Integration and Control**
- **Lessons Learned**





**United States Visitor and
Immigrant Status Indicator Technology
(US-VISIT) Program**





-
- **Commitment and Program Organization**
 - **Organizational Structure and Team Integration**
 - **15 Minute Break**
 - **Start-up Risks**
 - **Program Process Integration and Control**
 - **Lessons Learned**



- **Presentation Topic: Start-up Risk**

- **Lead Speaker:** [REDACTED]

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- **Role:** [REDACTED]

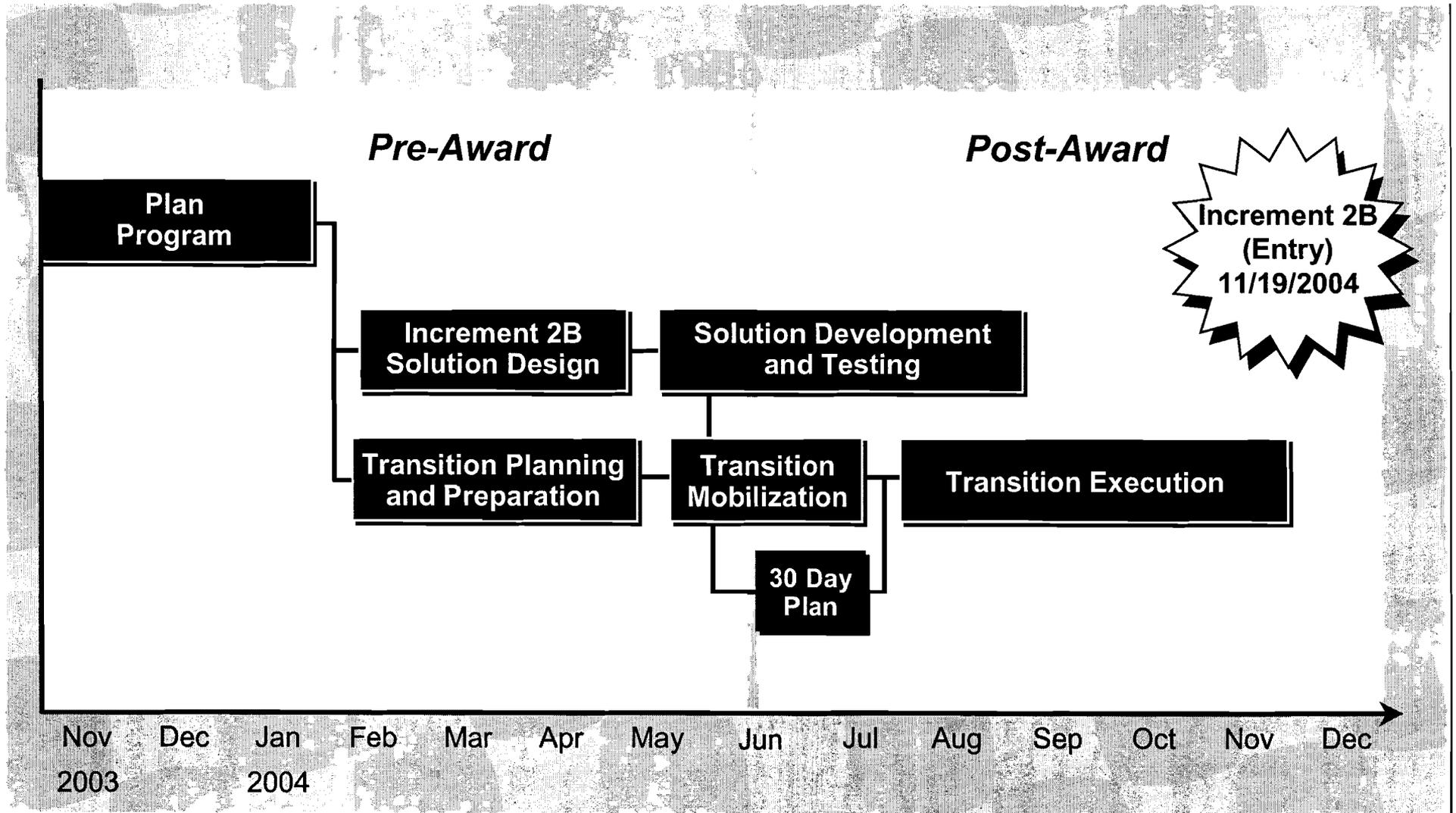
- **Outline**

- Critical risks associated with:
 - Bringing the team on board
 - Becoming fully operational
- Actions being taken to mitigate these risks



Risk		Mitigation Approach
Schedule		Pre-award Program
Resources		Pre-award Program
Work Environment		Pre-award Program
Government Contact (Pre-award)		Teaming Partners (Government and Legacy subject matter experts)
Government Contact (Post-award)		'30 Day' Post-award Plan

The Smart Border Alliance is prepared to handle start-up risks





■ Program management

- Program plan, integrated master schedule, processes and tools
- Work environment
- Expedited resource management plan
- Post-award '30 Day Plan' preparation

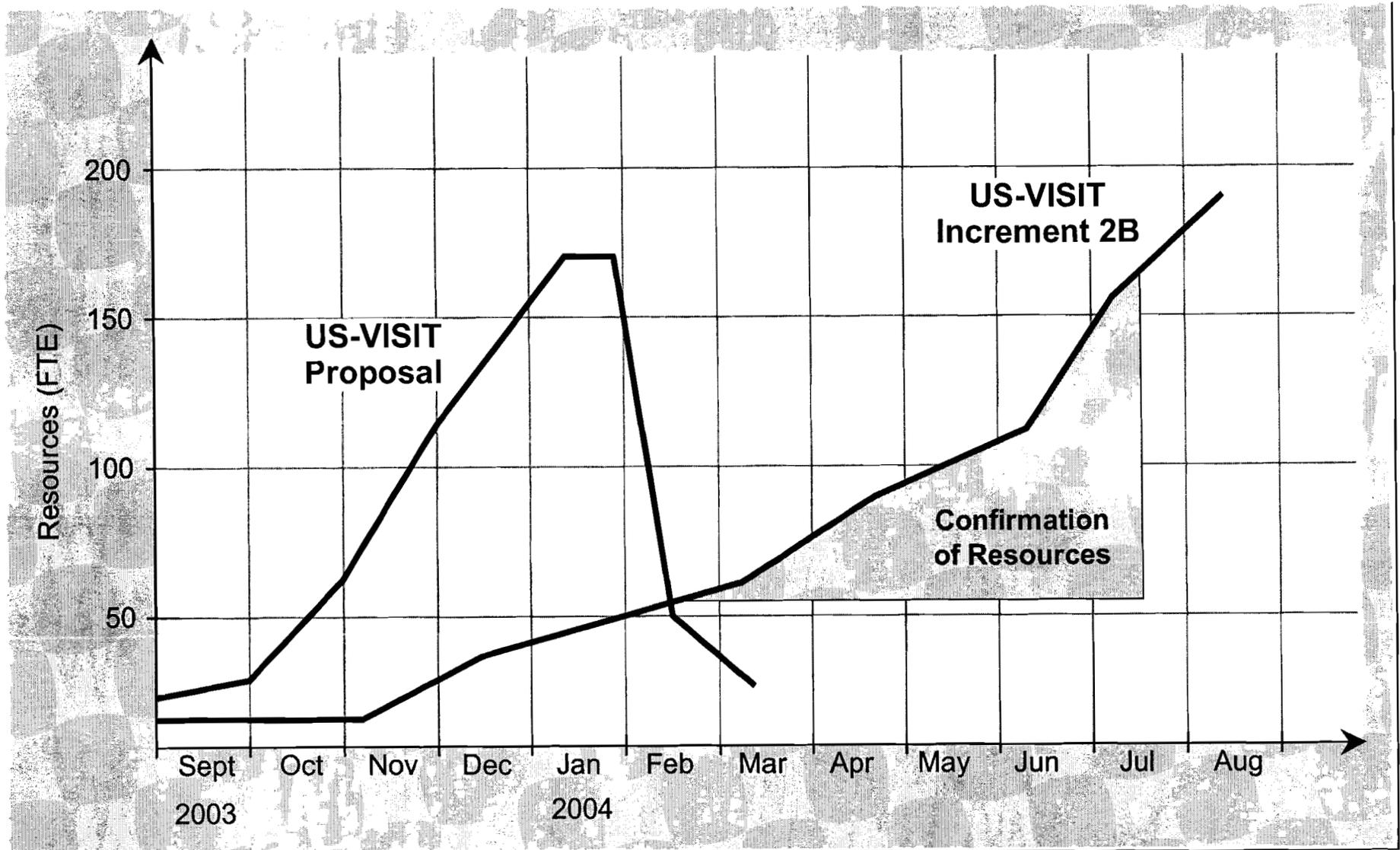
■ Increment 2B solution design

- System design and development environment build
- Human performance support design
- Outreach and communication plan

■ Increment 2B transition planning and preparation

- Transition plan, procedures and tools
- Transition schedules (regional and site level)

**Our pre-award program mitigates
the schedule risk associated with Increment 2B**





Task Activities	Work Products
<ul style="list-style-type: none"> ■ Plan Program 	<ul style="list-style-type: none"> ■ Baseline program plan ■ Baseline management plans, processes and tools
<ul style="list-style-type: none"> ■ Mobilize Program 	<ul style="list-style-type: none"> ■ Detail work plans and integrated master schedule ■ SBA Facility acquisition and setup ■ Orientation and training materials
<ul style="list-style-type: none"> ■ Manage and Control Program 	<ul style="list-style-type: none"> ■ Progress reports and meetings ■ Risk reports and board meetings ■ Change control review board meetings ■ Financial/budget reports ■ Quality reviews ■ Peer reviews
<ul style="list-style-type: none"> ■ Expedited Resource Management 	<ul style="list-style-type: none"> ■ Staffing and personnel management reports ■ Standard orientation sessions ■ Security screening (background checks)
<ul style="list-style-type: none"> ■ '30 Day' Plan Preparations 	<ul style="list-style-type: none"> ■ '30 Day' detailed work plan ■ Meeting plans, logistics and material preparation ■ Decision and approval processes



Task Activities	Work Products
<ul style="list-style-type: none"> ■ System Engineering and Design <ul style="list-style-type: none"> – Application components – Architecture components – Infrastructure 	<ul style="list-style-type: none"> ■ Concept of operations ■ Technical direction document ■ System-subsystem design ■ Functional requirements document ■ Requirements matrix ■ Preliminary design document ■ Detail design document ■ Legacy study ■ Development environment setup
<ul style="list-style-type: none"> ■ Training <ul style="list-style-type: none"> – End user training – System training 	<ul style="list-style-type: none"> ■ Training plan ■ Task and skills analysis ■ Curriculum and job aid design
<ul style="list-style-type: none"> ■ Outreach and Communication <ul style="list-style-type: none"> – National level – Regional and POE level 	<ul style="list-style-type: none"> ■ Stakeholder and communities of interest analysis ■ Key messages, vehicles and timing analysis ■ Outreach and communication plan
<ul style="list-style-type: none"> ■ Transition Planning and Preparation <ul style="list-style-type: none"> – Business transition – System transition 	<ul style="list-style-type: none"> ■ Transition Management and Installation Plans ■ Transition procedures and tools (central, regional and site levels) ■ Regional and site specific schedules



	2003		2004				
	Nov	Dec	Jan	Feb	Mar	Apr	May
System Engineering and Design		◆ ConOps and Technical Direction			◆ FRD		
			SSDD and Legacy Study		◆		
						◆ PDD	◆ DDD
						Development Environment	◆
Training Design						◆ Training Requirements	◆ Curriculum Design
Outreach and Communications						◆ Outreach and Communication Requirements	◆ Outreach and Communication Plan
Transition Planning and Preparation						◆ Transition Requirements	◆ Transition and Installation Rollout Plans
						◆ Procedures and Tools	◆ Regional and Site Schedules

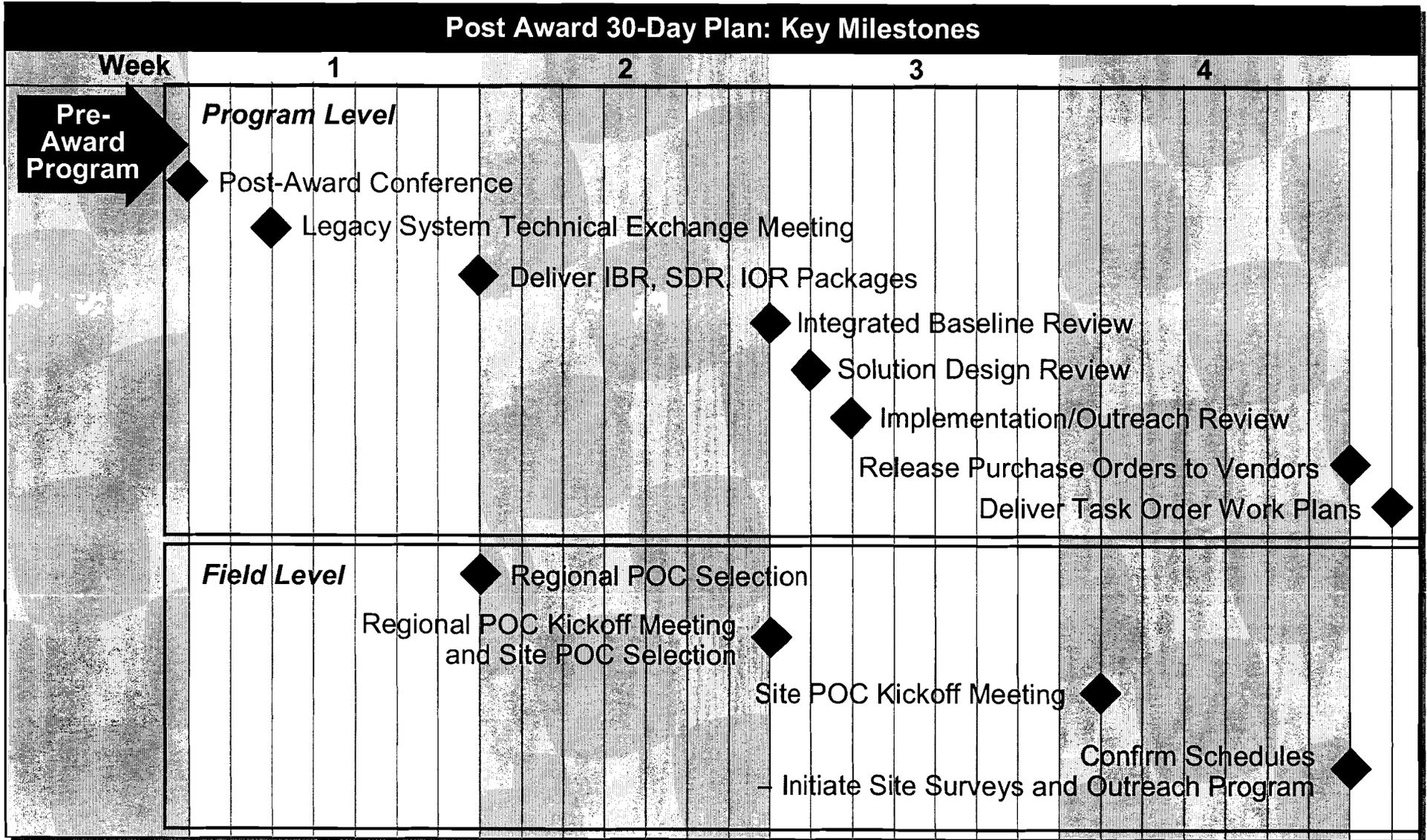


■ Key activities within the first 30 days of award

- Confirm operating model and establish working relationships
- Finalize program plan and integrated master schedule
- Finalize management plans, processes and tools
- Confirm Increment 2B solution design and transition plans
- Initiate Increment 2B solution development and transition execution

Our '30 Day' plan outlines the critical decisions and approvals pivotal to the success of Increment 2B

Post-Award '30 Day Plan'



Post-Award '30 Day Plan' Program Level



Program Level Milestones	Objectives	Due Dates
■ Post-Award Conference	■ Confirm and align operations with DHS; confirm 30 day plan	■ Week 1
■ Legacy Technical Exchange Meeting	■ Review of legacy system integration requirements	■ Week 1
■ Integrated Baseline Review (T001 and T002)	■ Review and approval of master schedule	■ Week 3
■ Solution Design Review (Increment 2B)	■ Review and approval of system designs	■ Week 3
■ Implementation/ Outreach Review (Increment 2B)	■ Review and approval of Training, Outreach and Transition materials	■ Week 3
■ Release Purchase Orders	■ Begin material procurement	■ Week 4
■ Deliver work plans	■ Baseline EVMS	■ Week 4

Post-Award '30 Day Plan' Program Level



US-VISIT	Smart Border Alliance	Others
<ul style="list-style-type: none"> Director, Deputy Director, IT Mgr, Increment Manager 	<ul style="list-style-type: none"> PM, DPM, PC, Risk Manager, All IPT Leads 	
<ul style="list-style-type: none"> IT Mgr, Increment Manager 	<ul style="list-style-type: none"> Increment Lead, SEIT Lead, Increment 2B Key Personnel 	<ul style="list-style-type: none"> DHS IT, HLS EA Legacy contractors
<ul style="list-style-type: none"> Director, Deputy Director, IT Manager, Increment Manager 	<ul style="list-style-type: none"> PM, DPM, PC, Risk Manager, All IPT Leads 	
<ul style="list-style-type: none"> Director, Deputy Director, IT Manager, Increment Manager 	<ul style="list-style-type: none"> PM, DPM, Risk Manager, Increment Lead, Increment 2B Key Personnel, SEIT Lead 	<ul style="list-style-type: none"> DHS IT, HLS EA Legacy contractors
<ul style="list-style-type: none"> Director, Deputy Director, Increment Manager, Facilities Manager 	<ul style="list-style-type: none"> PM, DPM, Risk Manager, Increment Lead, Increment 2B Key Personnel, Transition Lead 	<ul style="list-style-type: none"> One Face at the Border ACE
<ul style="list-style-type: none"> Increment Mgr, IT Manager, Acquisition Manager 	<ul style="list-style-type: none"> Increment Lead, Increment 2B Tech. Lead, PC 	<ul style="list-style-type: none"> DHS Indianapolis Distribution Center
<ul style="list-style-type: none"> Deputy Director, IT Manager, Increment Manager 	<ul style="list-style-type: none"> DPM, PC, Risk Manager, Increment Lead 	

Post-Award '30 Day Plan' Field Level



Field Level Milestones	Objectives	Due Dates
<ul style="list-style-type: none"> ■ Select POC for each Region 	<ul style="list-style-type: none"> ■ Identify regional personnel to support business transition efforts 	<ul style="list-style-type: none"> ■ Week 1
<ul style="list-style-type: none"> ■ Conduct Regional Kick-off Meeting (Group) 	<ul style="list-style-type: none"> ■ Orientation of regional POCs 	<ul style="list-style-type: none"> ■ Week 2
<ul style="list-style-type: none"> ■ Select POC and Trainers for each Port of Entry 	<ul style="list-style-type: none"> ■ Identify site personnel to support transition efforts 	<ul style="list-style-type: none"> ■ Week 2
<ul style="list-style-type: none"> ■ Conduct Port of Entry Kick-off Meeting (Group) 	<ul style="list-style-type: none"> ■ Orientation of site POCs 	<ul style="list-style-type: none"> ■ Week 3
<ul style="list-style-type: none"> ■ Confirm Regional and Site Schedules 	<ul style="list-style-type: none"> ■ Baseline business transition schedule for Increment 2B (Entry) 	<ul style="list-style-type: none"> ■ Week 4
<ul style="list-style-type: none"> ■ Initiate Site Surveys and Outreach Program 	<ul style="list-style-type: none"> ■ Proceed with executing Increment 2B transition (Entry) 	<ul style="list-style-type: none"> ■ Week 4

Post-Award '30 Day Plan' Field Level



US-VISIT	DHS Field Operations	Smart Border Alliance	Others
<ul style="list-style-type: none"> ■ Director, Deputy Director, Increment Manager 	<ul style="list-style-type: none"> ■ Directors of Field Operations 	<ul style="list-style-type: none"> ■ PM, DPM, Increment Lead, Transition Lead 	
<ul style="list-style-type: none"> ■ Director, Deputy Director, Increment Manager 	<ul style="list-style-type: none"> ■ Directors of Field Operations and Staff 	<ul style="list-style-type: none"> ■ PM, DPM, Increment Lead, Transition Lead, Regional Managers 	<ul style="list-style-type: none"> ■ Regional ACE POC ■ Regional Facility POC
<ul style="list-style-type: none"> ■ Director, Deputy Director, Increment Manager 	<ul style="list-style-type: none"> ■ Regional POC 	<ul style="list-style-type: none"> ■ PM, DPM, Increment Lead, Transition Lead, Regional Managers 	
<ul style="list-style-type: none"> ■ Director, Deputy Director, Increment Manager 	<ul style="list-style-type: none"> ■ Regional POC ■ Site POC 	<ul style="list-style-type: none"> ■ PM, DPM, Increment Lead, Transition Lead, Regional Managers 	<ul style="list-style-type: none"> ■ Site ACE POC
<ul style="list-style-type: none"> ■ Increment Manager 	<ul style="list-style-type: none"> ■ Regional POC ■ Site POC 	<ul style="list-style-type: none"> ■ Transition Lead, Regional Managers 	
<ul style="list-style-type: none"> ■ Increment Manager 	<ul style="list-style-type: none"> ■ Site POC 	<ul style="list-style-type: none"> ■ Transition Lead, Regional Managers, Site Leads 	



- Pre-Award Program reduces start-up risks
 - Schedule
 - Resources
 - Work environment

- Teaming partners reduce pre-award risks
 - Government and legacy subject matter experts

- Post-Award '30 Day Plan' sustains momentum for Increment 2B
 - Program and field levels

- The Smart Border Alliance is already on board and fully operational
 - Increment 2B Entry will be completed by November 19, 2004





- **Commitment and Program Organization**
- **Organizational Structure and Team Integration**
- **15 Minute Break**
- **Start-up Risks**
- **Program Process Integration and Control**
- **Lessons Learned**



- **Presentation Topic**

- **Lead Speaker:** [REDACTED]

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- **Role:** [REDACTED]

- **Outline**

- Management of Business Transformation
- Integrated Program Management Processes and Tools
- Teaming and Subcontractor Arrangements
- Process Integration and Implementation Across Multiple Organizations
- Business Case Development Process

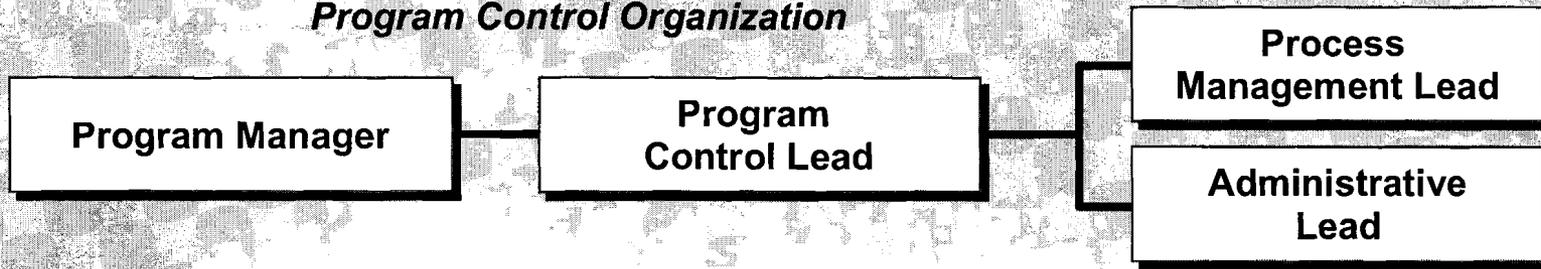


Traditional Systems Integration Program Management

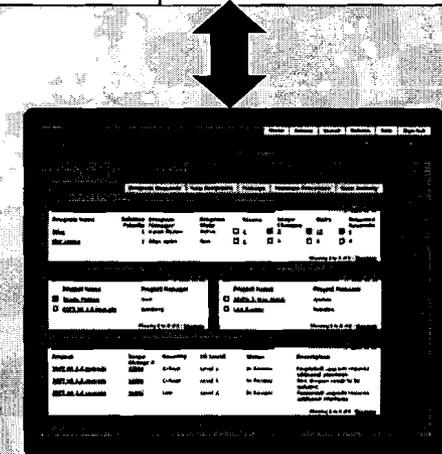
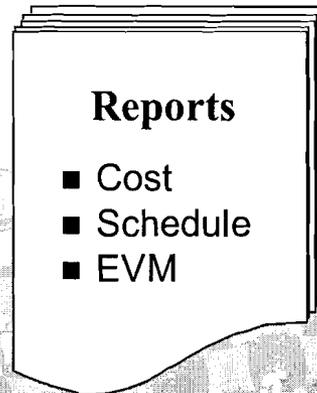
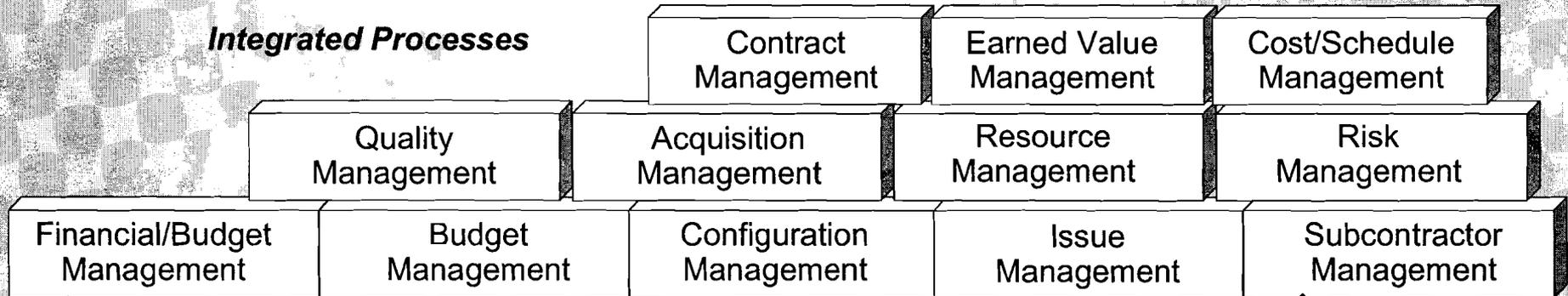
- **Process development and compliance monitoring**
 - Cost, Schedule, Earned Value, Quality, etc
- **Administrative support to teams**
 - Subcontractor Management, Resource Management, etc
- **On-time delivery measures**
 - Legislative deadlines, schedule variances, planned value, etc.
- **On budget delivery measures**
 - Cost variances, earned value, etc.
- **Customer Satisfaction Measures**
 - Satisfaction survey scores



Program Control Organization



Integrated Processes





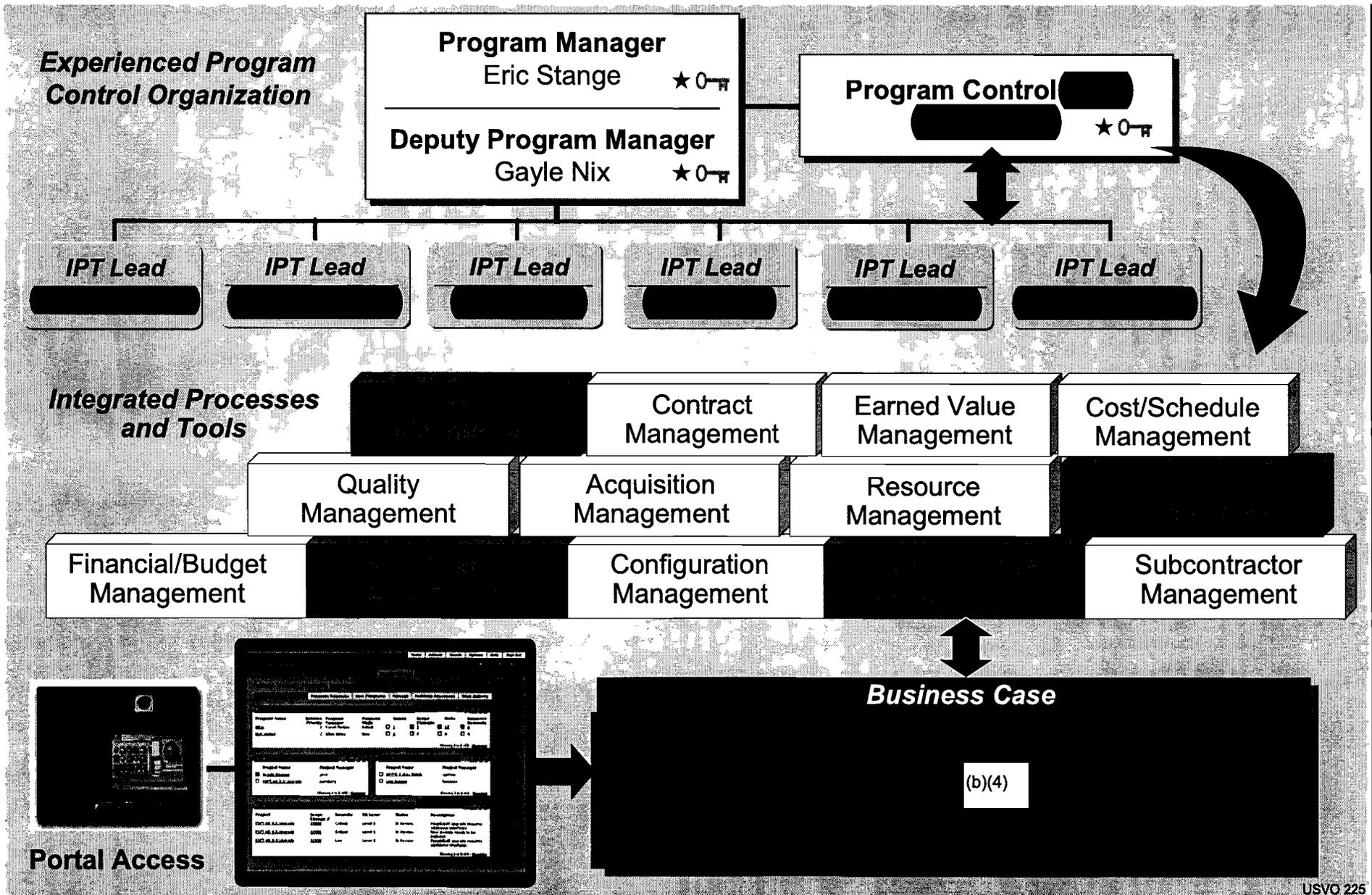
Business Transformation Program Management

- **Continually focus on delivering the Business Case and other desired outcomes**
- **Managing a holistic program**
 - Operational realities as well as project metrics
- **Business Case Realization**
 - Wait times
 - Overstays detected and removed
 - Fraudulent Visas detected and removed
- **Desired Business Outcomes Achieved**
 - Number of refused admissions
 - Percent of non-exits
 - Number of media privacy concerns

... in addition to high quality traditional program management functions



Business Transformation Program Management



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- **Business outcome focus vs. task tracking**
 - Cross-government
 - Stakeholders
 - Modeling

- **Common processes, shared access, and shared analysis deliver team success**
 - Common baseline
 - Systematic
 - Replicable

- **Key to professional oversight is knowledgeable insight**
 - Early warning
 - Flexibility
 - Anticipating challenges
 - Responsiveness

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Business Transformation PM Processes

- **Delivery and mission focused**
 - Focus on the business case and desired business outcomes
 - Support high performance delivery on a performance based contract

- **Robust**
 - Defined to manage entire program not just increment 2B
 - Defined to control distributed resources

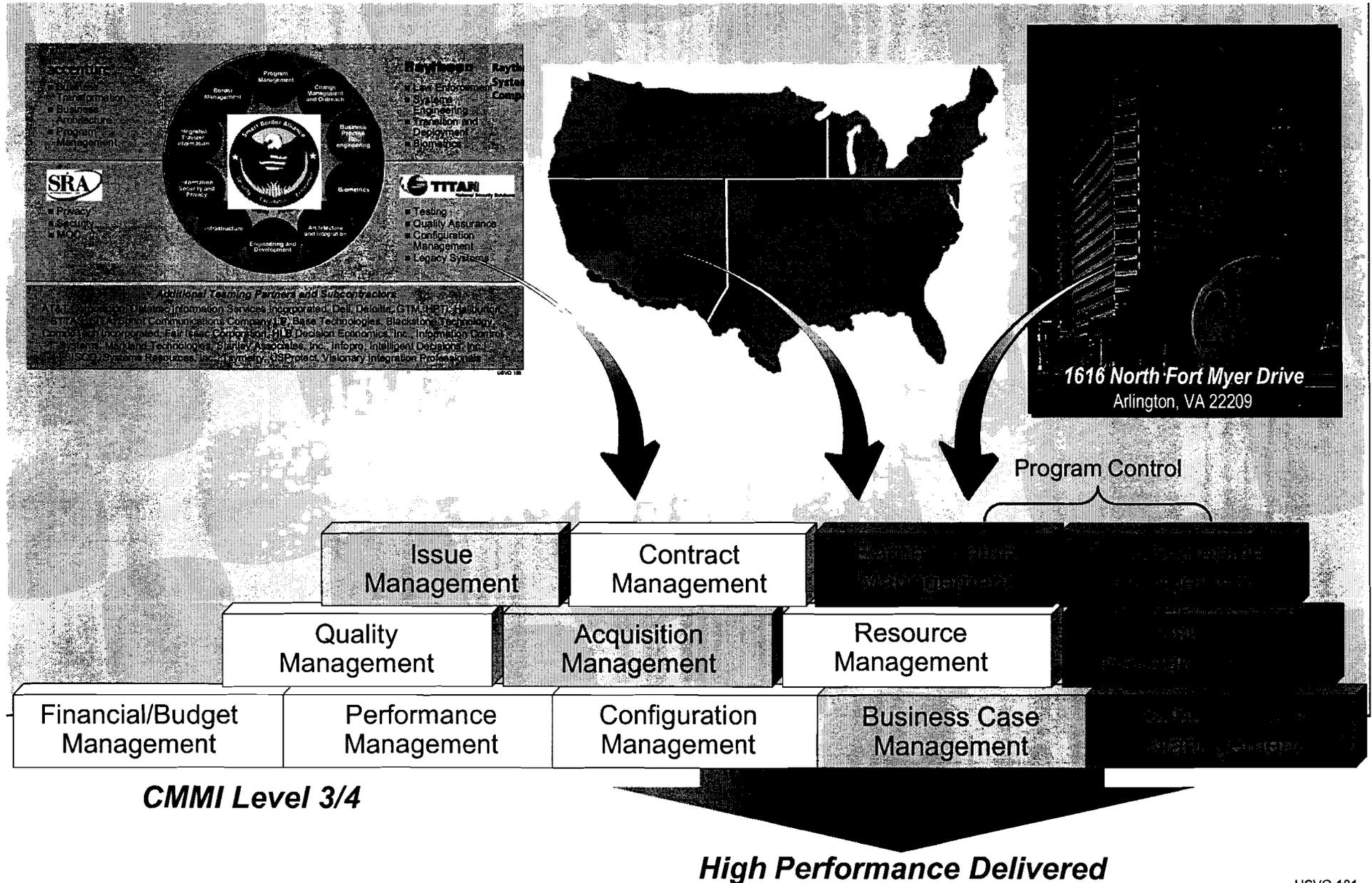
- **Integrated**
 - Used by all teaming partners/subcontractors
 - Currently in use for pre-award work

- **Proven Processes**
 - Assessed CMMI level 3 and implementing at level 4
 - Used on thousands of programs including all past performances

Our processes are integrated with robust tools



Business Transformation PM Processes



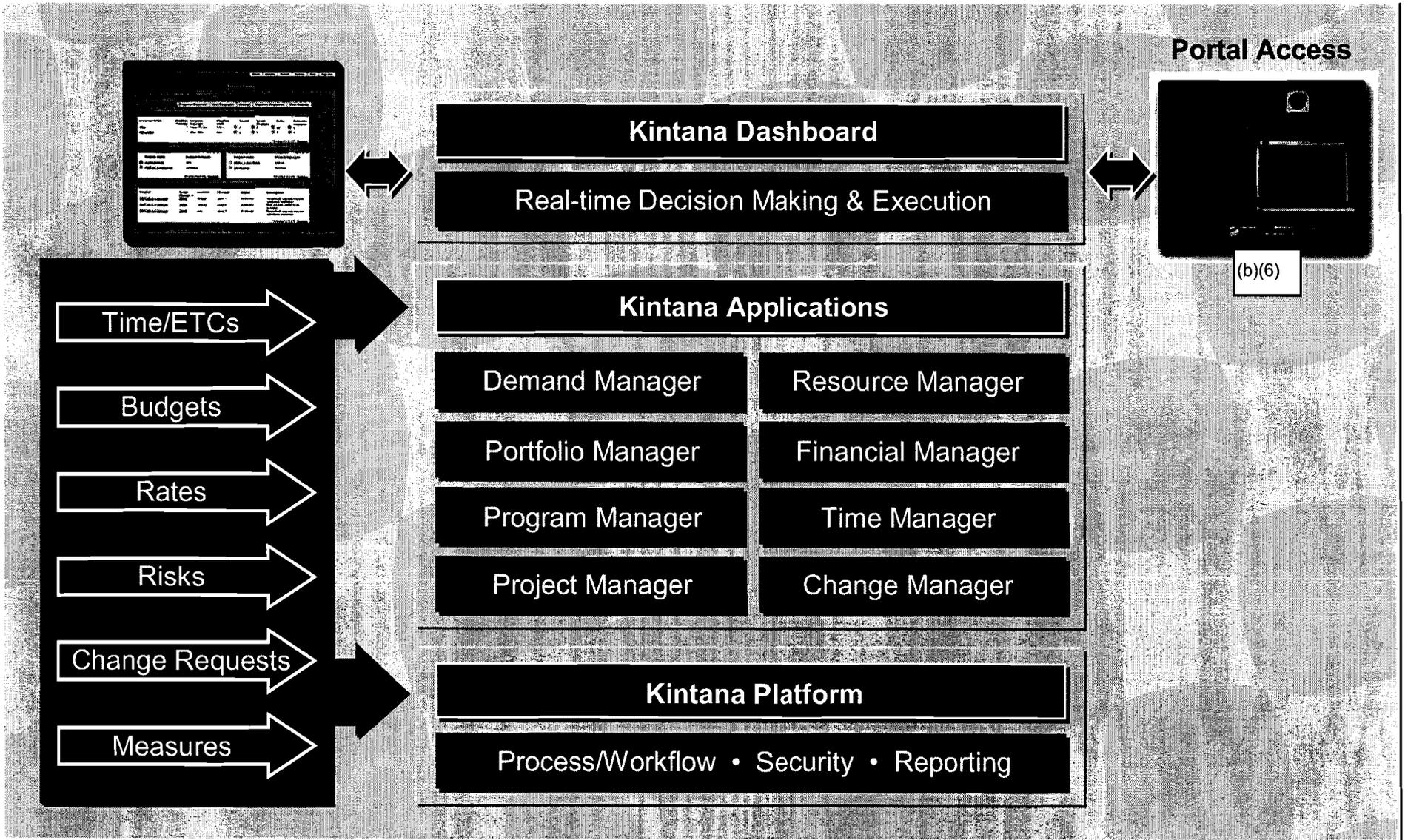


■ Kintana – World class tool

- Used on our largest programs
 - Texas Medicaid
 - Du Pont
 - Bell South
 - BP North America
 - DLA (in-process)
 - USPS (in-process)

■ Differentiators

- Web-based access
- Integrated planning and control
- Digitized, complex PMO processes/workflows for risks, etc.
- Real-time visibility and control for US-VISIT partnership (Alliance PMO and Government)
- Integrated life cycle functions
- Robust and flexible data structure
- Accenture exclusive CMMI assessed “starter kit” built at Texas Medicaid





- **Cost estimating, schedule, time control, and earned value are tightly integrated and form the core of program/project control**
- **Objective, accurate, and complete status of where the program is and where it is heading**
 - Program Management (Government and the Alliance)
 - IPT Leads
- **Information readily available to support**
 - OMB (performance assessments, etc.)
 - GAO audits
 - Other stakeholder requests
- **Cost information feeds the business case**

Surprises are NOT acceptable!



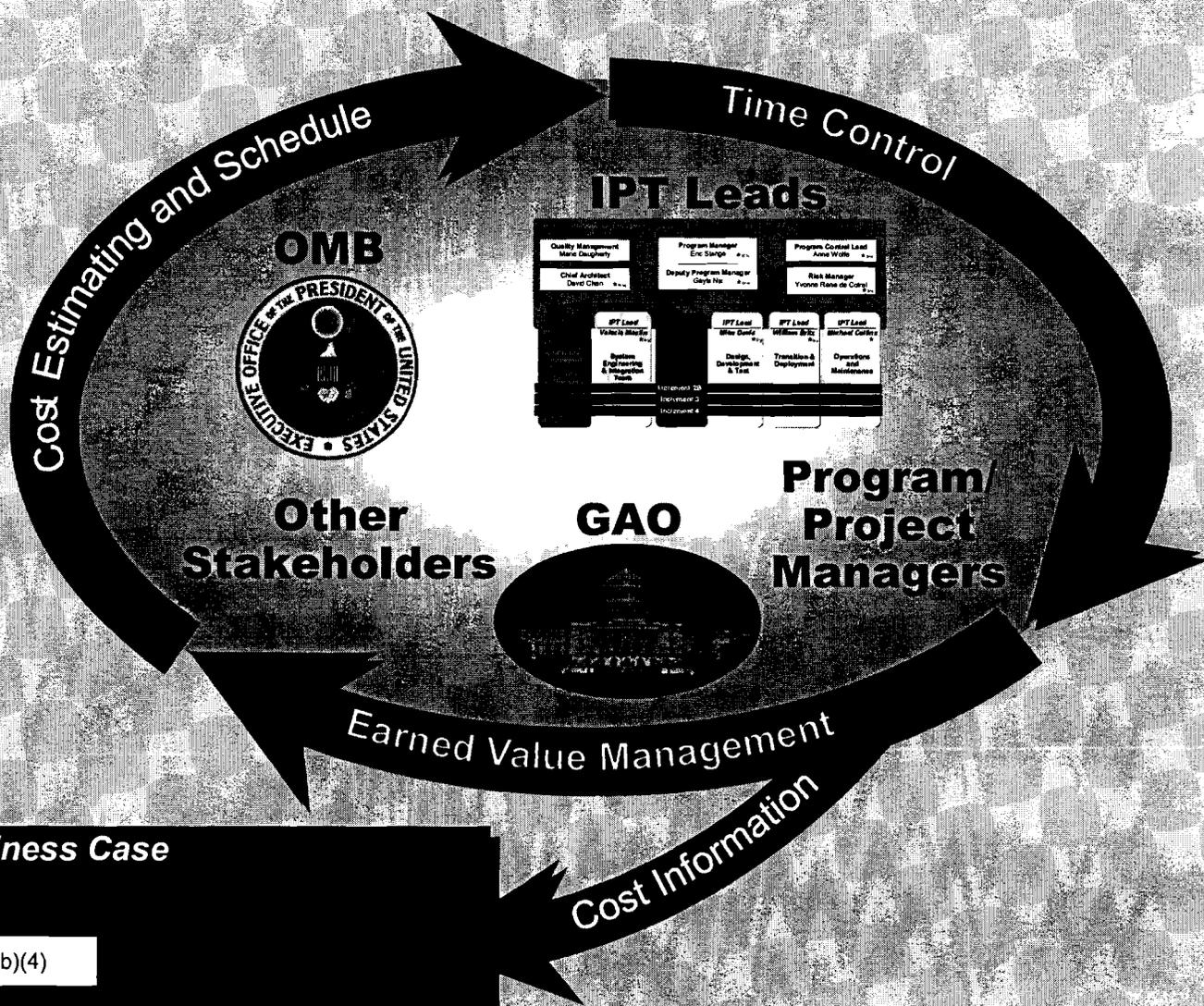
US-VISIT Program Control Tool

Program Name	Submitting Agency	Program Manager	Program Status	Start Date	End Date	Phase	Priority	Category	Sub-category	Requester
Min. M.I. 101	1	John Allen	Act							

Project Name	Project Manager	Project Name	Project Manager
<input checked="" type="checkbox"/> South Stand	Jerry	<input checked="" type="checkbox"/> M.I. 101	James
<input checked="" type="checkbox"/> M.I. 101	James	<input checked="" type="checkbox"/> M.I. 101	James

Project	Start	Priority	CR Level	Status	Description
M.I. 101	2008	High	Level 1	In Progress	Design of M.I. 101
M.I. 101	2008	High	Level 1	In Progress	Design of M.I. 101
M.I. 101	2008	High	Level 1	In Progress	Design of M.I. 101

US-VISIT Program Control Tool



Business Case

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Cost Estimating and Schedule Management

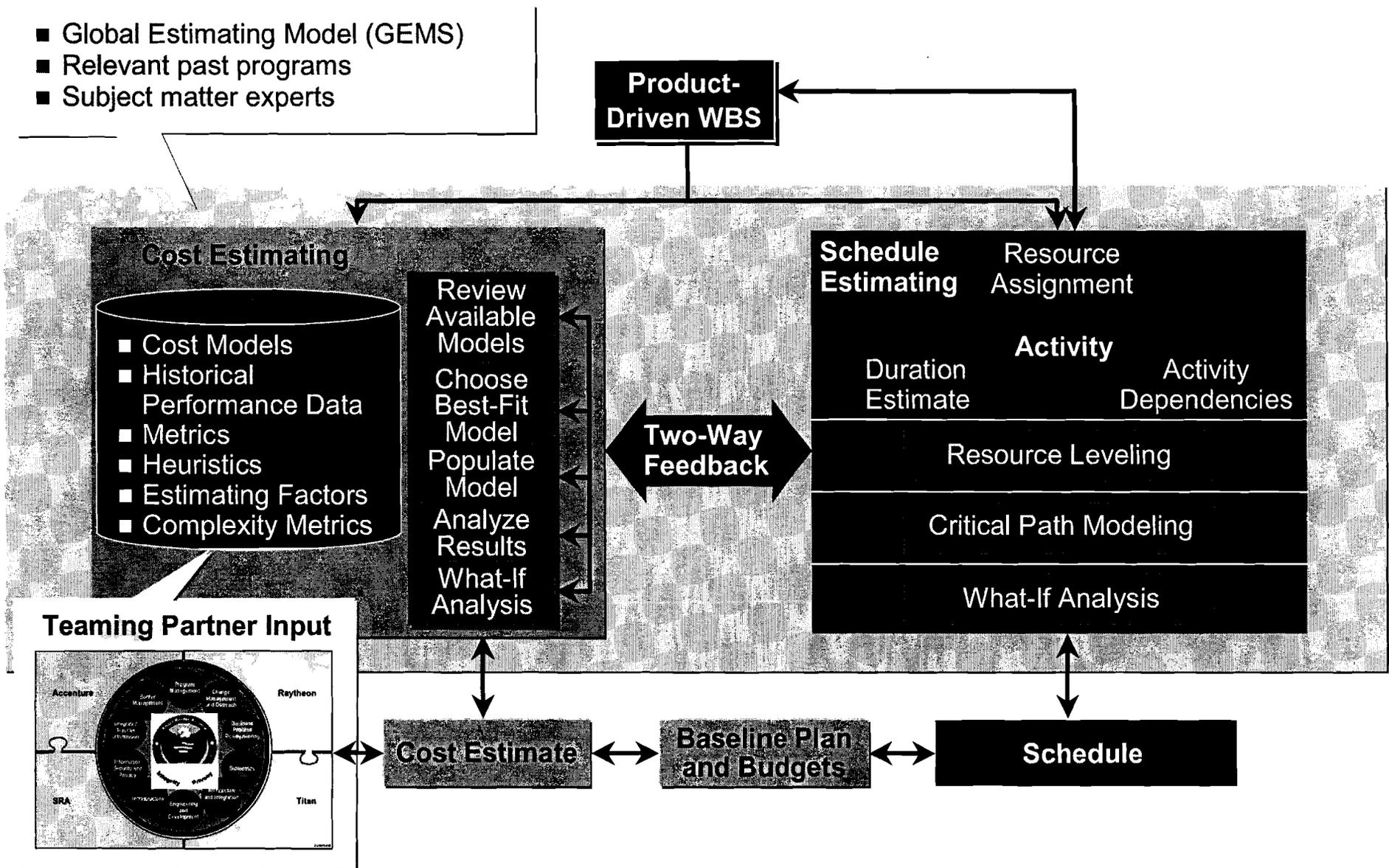
- **Our QPI (Quality Process Improvement) data shows that 99.9% of our projects are delivered on budget and 98.3% on schedule**
- **Estimating models selected**
 - Experience from thousands of Business Transformation programs
 - Several tailored models (COTS, portal, etc.) used to estimate Increment 2B
- **Complexity factors, workday estimates by WBS element produced and reviewed; validated with independent teaming partner estimates for 2B**
- **Schedule durations and resources applied**
 - Resource leveling and top down view applied
 - Dependencies/critical path; in particular those for Increment 2B
- **Models updated with actual effort and factors; used for “what-ifs”**
- **Monitor other large program dependencies**

Several independent methods are used to determine sound estimates



Cost Estimating and Schedule Management

- Global Estimating Model (GEMS)
- Relevant past programs
- Subject matter experts





- **EVM used successfully by Alliance members on systems programs for decades including all past performances**
- **EVM Planning**
 - Work breakdown structure (WBS), budgets, resources, and start and stop dates “baselined” in Kintana and effort mapped to deliverables
- **EVM Tracking**
 - Actuals and estimates to complete (ETCs) entered by resource and WBS
 - ETCs based on objective measures of progress; not Budget – Actual
- **EVM Management**
 - Use Cost Performance Index (CPI) and Schedule Performance Index (SPI) and other key measures of earned value
 - Full Access by Government Stakeholders

– **Determining ETCs is the hard part and is what we do best**



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[Earned Value Manag...](#)

[Configuration ...](#)

[Quality Ma...](#)

[Risk Manag...](#)

Management Dashboard

Dashboard Overview

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- **Address operational realities as well as project-specific risks**
- **Uses a knowledge-based approach**
 - Proactive identification of risks
 - Realistic mitigation strategies
- **Currently managing risks**
 - Large program risks identified in Sirota Study and GAO reports
 - Increment 2B risks identified in pre-award work
- **Continue to identify potential risks at all levels and throughout the life of the program**
 - Valid risks qualified with probability and impact and reviewed with Risk Control Board
 - Risk mitigation actions integrated into project plans
 - Risk escalation plans and processes defined and communicated

We will avoid unnecessary risks, not just manage them



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- **Badgeless team incentivized to deliver US-VISIT business outcomes**
- **Governance model used on DLA and other successful business transformation programs**
- **Aligned approach to deliver on shared objectives**
- **Ongoing relationship management**
- **Processes defined for problem resolution and continuous improvement**



- Teaming Arrangements
- Subcontracts

- Personnel
- Policies
- Processes

- Service Level Agreements
- Service Delivery Reviews
- Individual Performance Reviews



■ Teaming Agreements

- Defined domain areas
- Flexible work share vs. percent defined
- Contract flow downs where applicable
- Risk sharing for Teaming Partners

■ Subcontracts

- Negotiating now
- Agreement on terms and conditions prior to award
- Agreed upon CMMI processes



■ Personnel

- Business entities and divisions understood
- Roles and responsibilities defined in “blended” teams
- Organizational accountabilities defined

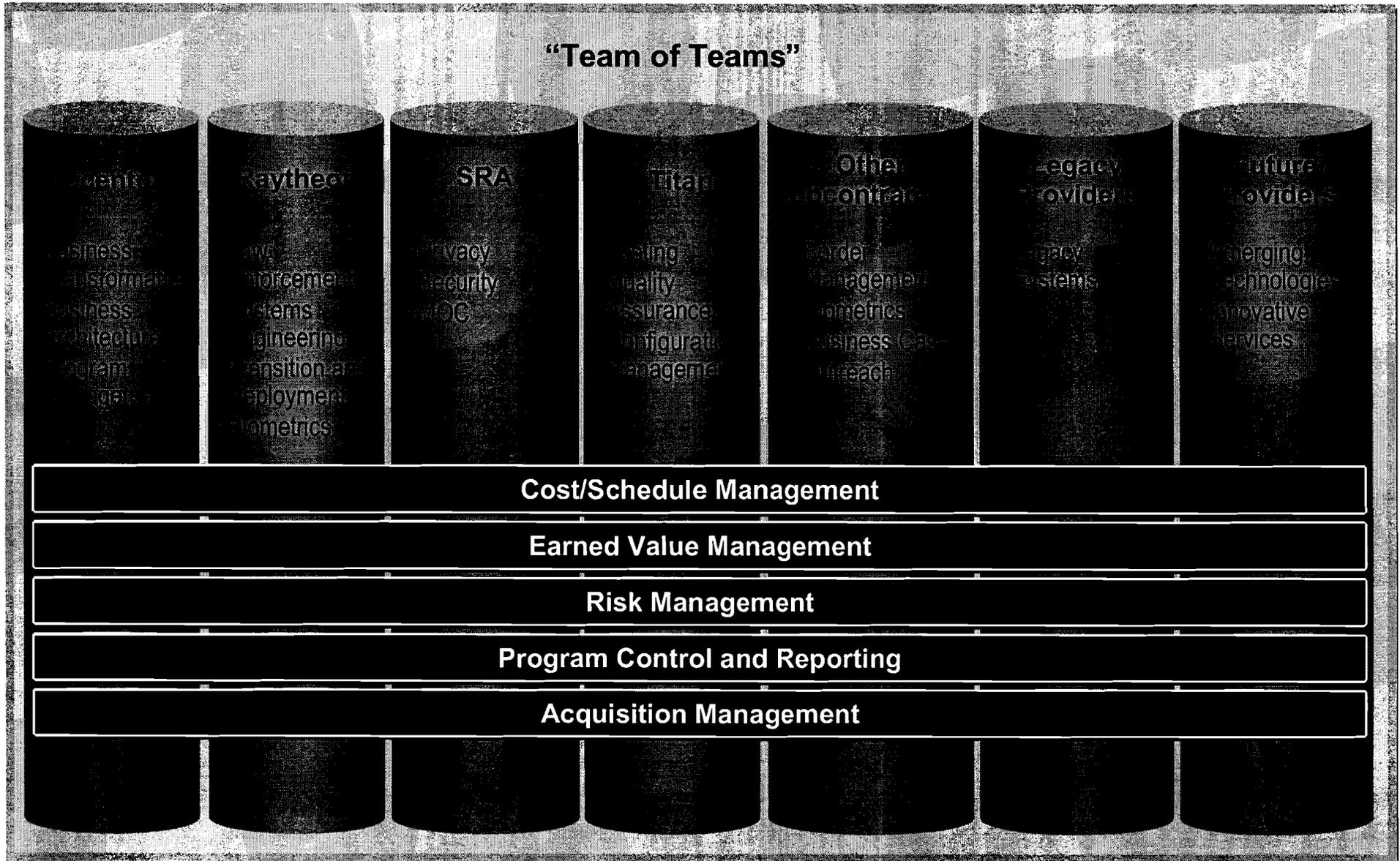
■ Policies

- Teaming partner/subcontractor policies evaluated and understood
- Program policies defined to minimize variances
- Differences understood and planned for

■ Processes

- Corporate Capability Maturity Model levels assessed and understood
- One set of CMMI processes being followed

Operational as a “Team of Teams” for months





- **Best of breed processes utilized across the program**
 - Accenture processes
 - Teaming partner processes
 - New processes where appropriate

- **Common orientation and training**

- **Supported by ongoing team communication and access to information**



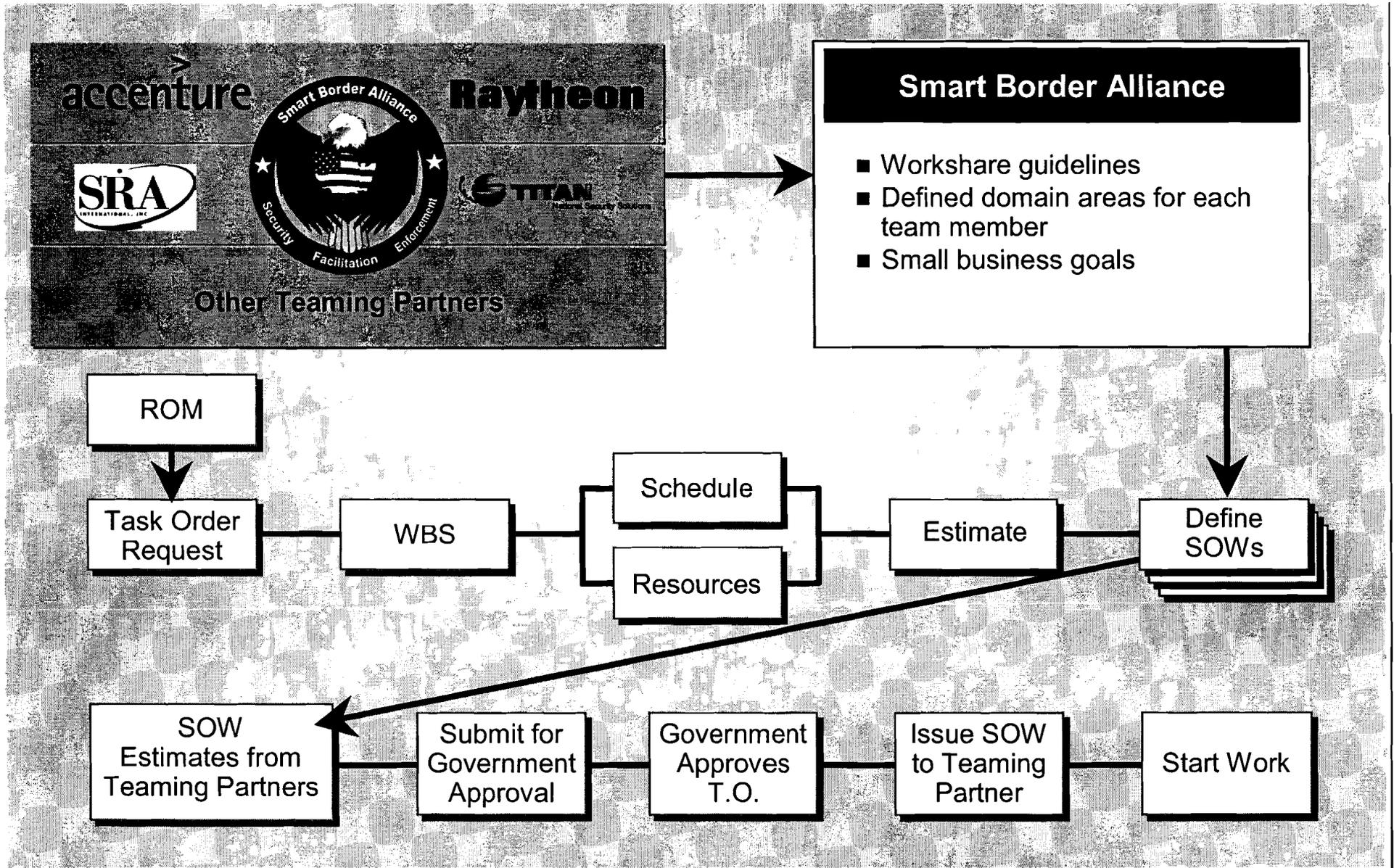
- **Predefined roles with appropriate flexibility for optimum performance**
 - Consistent with defined domain areas
 - Promoting technology refresh and small business participation
 - Mutually agreeable

- **Guiding Principles**
 - Best resources provided regardless of organization
 - Respond to task orders quickly and with best value to DHS

We function as a seamless, single entity



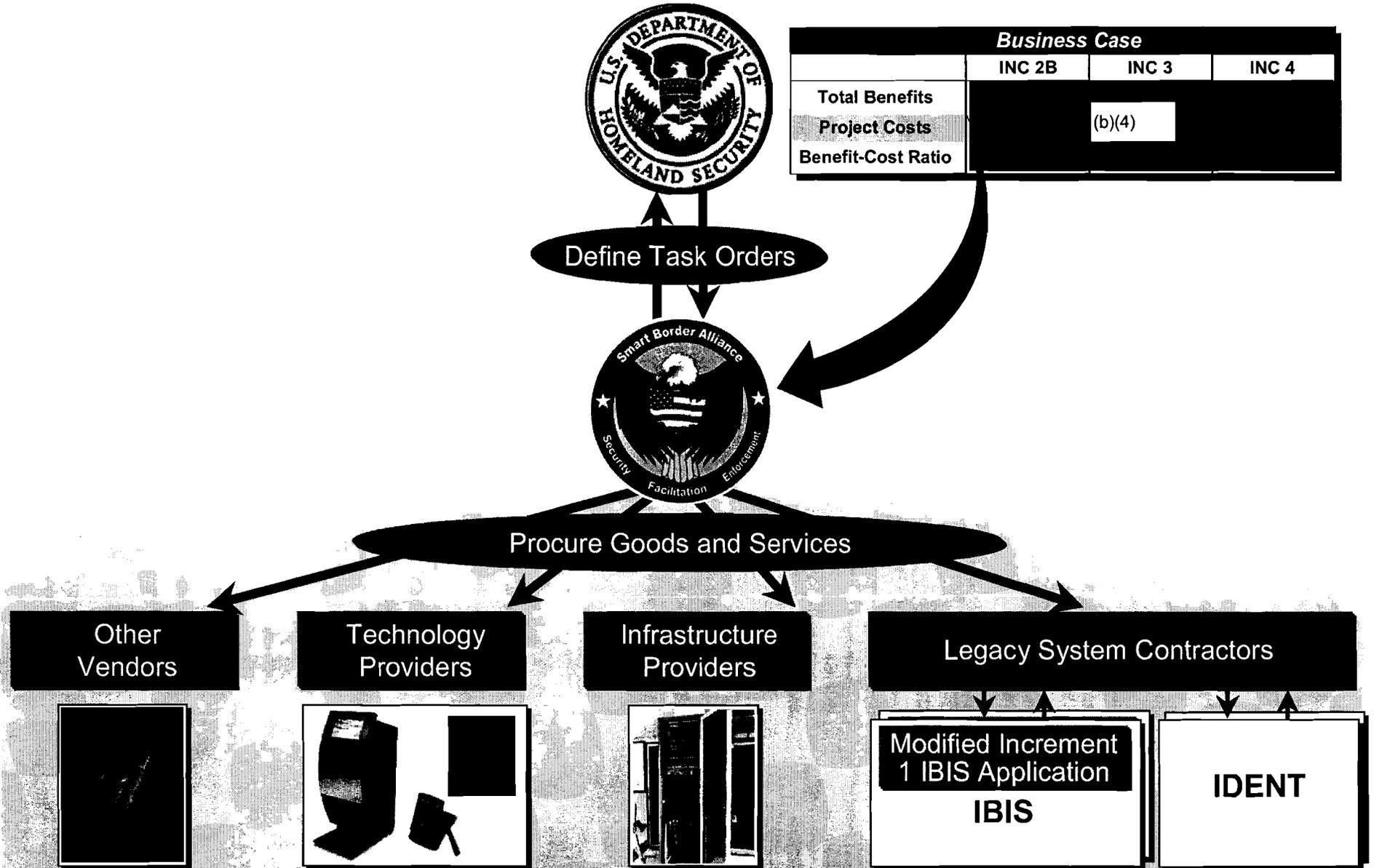
How Teaming Partners/Subs Interface with Offeror





- **We provide best value to DHS throughout the life of the program**
- **Product and service acquisition**
 - SEIT and architecture teams drive technology assessment and verification
 - Legacy providers and emerging technology providers will be added to the team
- **Continually focus on the best value acquisition**
 - Business case and EVM
 - Proactive planning
 - Long-term view
 - Flexibility and speed
 - Adaptability
 - Full disclosure

Bottom line: Best value for you





- **Business issues as well as systems delivery issues**
- **Pro-active and collaborative approach to facilitate decision making**
- **Identify and document issues**
 - Define impact to the program
 - Assign overall priority
 - Identify alternatives
- **Investigate and recommend**
 - Analyze alternatives including pros and cons
 - Provide recommendation and rationale
- **Sign-off and close**
 - Stakeholders engaged
 - Expedite based on priority
 - Make decision and sign off

Collaboration between Government and the Alliance at all times



Issue Management

US-VISIT

Increment 2B Issue Log

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<i>Issue Number</i>	<i>Creation Date</i>	<i>Issue Title</i>	<i>Area Impacted</i>	<i>Analysis Owner</i>	<i>Analysis Due Date</i>	<i>Target Resolution Date</i>	<i>Actual Resolution Date</i>	<i>Priority</i>	<i>Status</i>
[Redacted Content]									



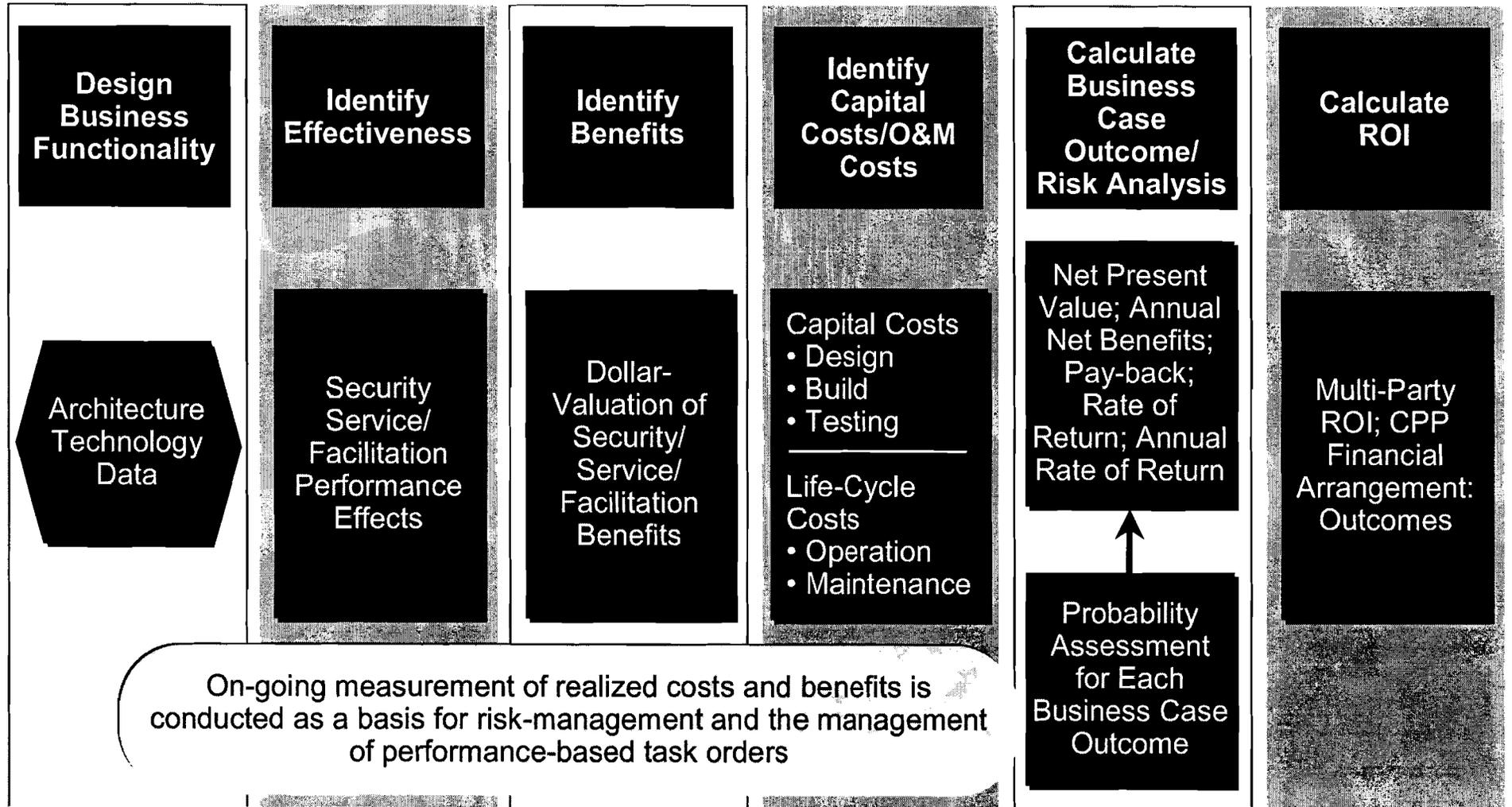
■ Principles

- Provide strong rationale to support future funding stream
- Tie business case to mission objectives
- Maximize business value and technical performance while considering the impacts to DHS resources

■ Approach

- HLB Decision Economics has created a repeatable modeling process
- Subject matter experts and border management experience
- DHS data

A strong business case builds stakeholder buy in



HLB Decision Economics Inc.

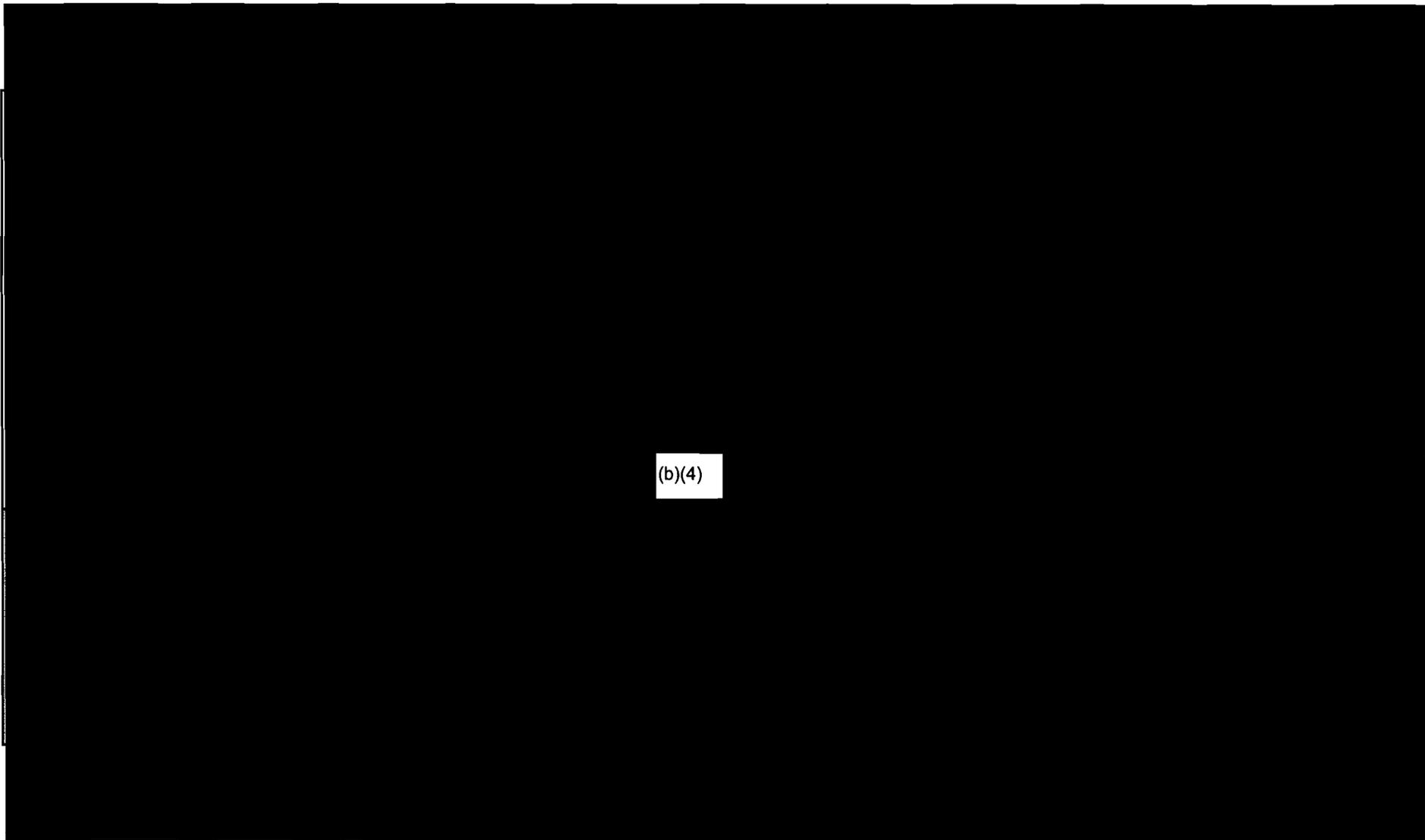
- David Lewis, PhD - CEO and President
- Specializes in development and deployment of objective third-party business case and risk management models
- Methodologies have been implemented by HLB at U.S. Federal and Canadian government agencies



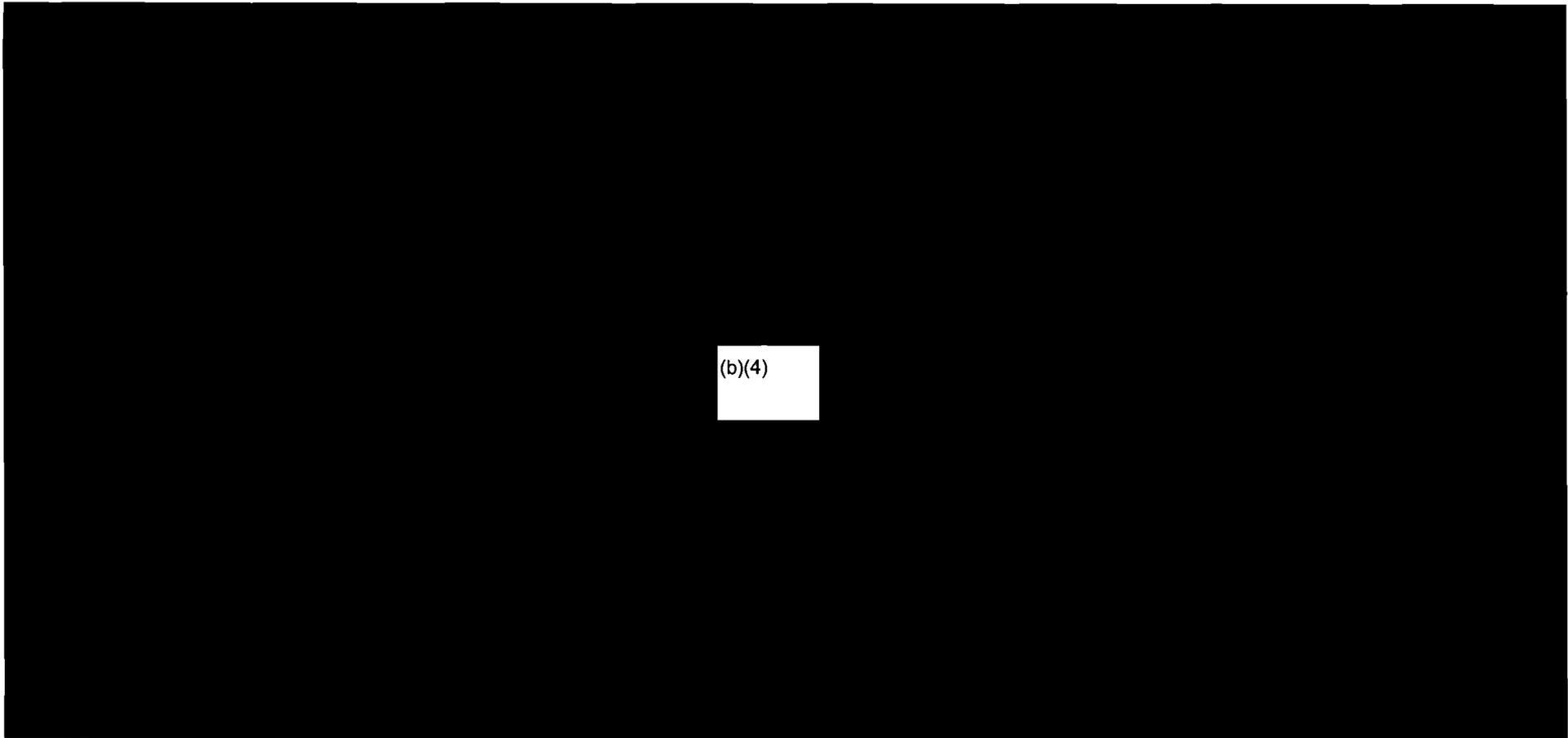
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Deliver maximum benefit as early as possible

Increment 4 Financial Benefits

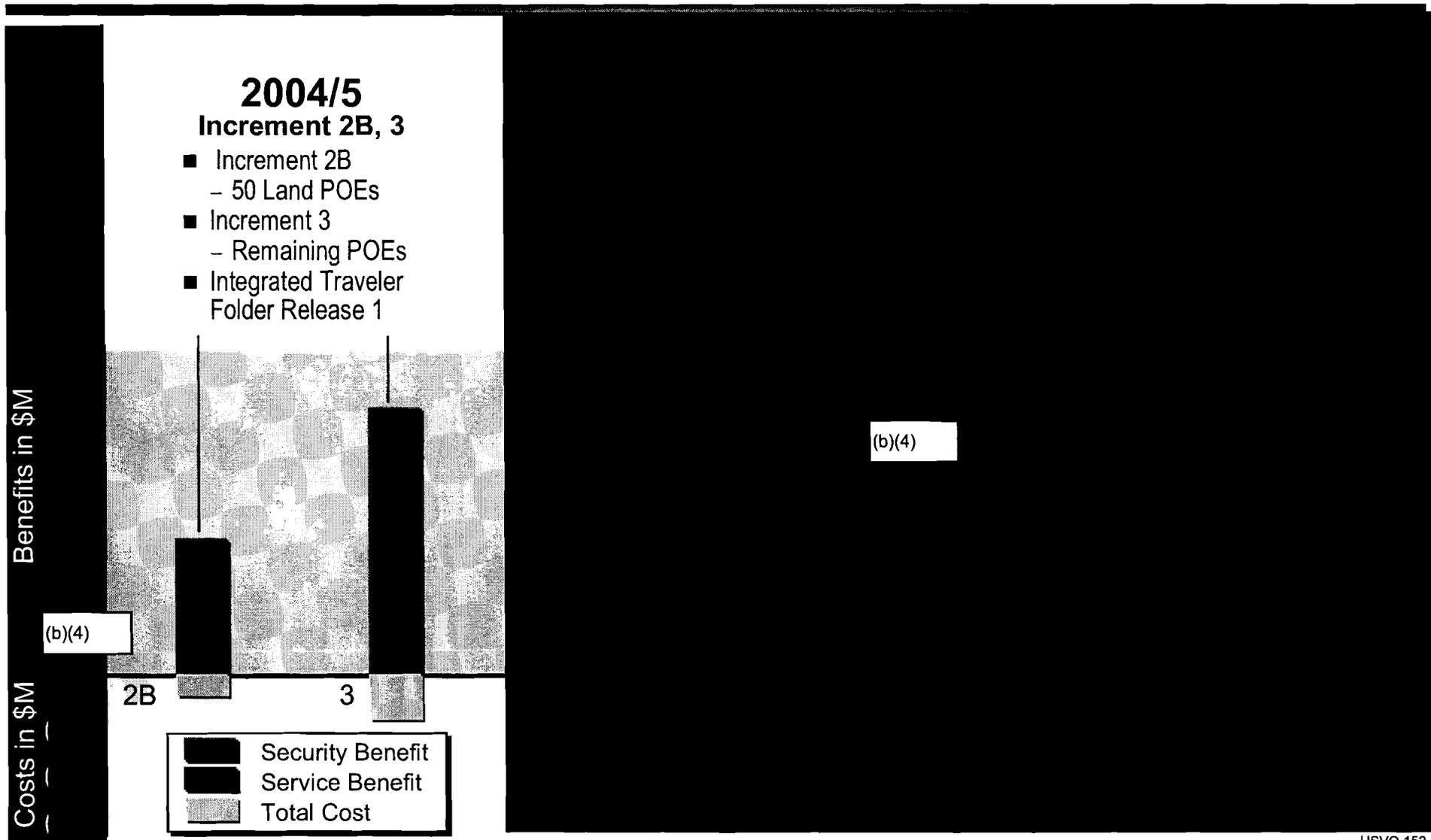


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Financial Viability: Value (Cost/Benefit) by Increment



Net direct economic benefits exceed \$6.5B



- **Continually focus on delivering the Business Case and other desired outcomes**
- **Proactively measure performance to**
 - Deliver on budget and schedule
 - Achieve high performance and customer satisfaction
- **Provide traditional PMO support with high quality**
 - Process development and compliance
 - Administrative activities
- **Ready to perform Day One**
- **Work in partnership with DHS throughout the life of the program**



**Business
Case
Management**

**Performance
Measurement**

**Process
Compliance and
Administration**





- **Commitment and Program Organization**
- **Organizational Structure and Team Integration**
- **15 Minute Break**
- **Start-up Risks**
- **Program Process Integration and Control**
- **Lessons Learned**



- **Presentation Topic: Lessons Learned**
- **Lead Speaker: Eric Stange**
- **Role on US-VISIT: Program Manager**

- **Outline**
 - Creating a Successful Partnership
 - Employing Transformational Program Management
 - Providing Thought Leadership on Long-Term Programs
 - Mitigating Complex Transition and Deployment
 - Addressing Large Diverse Stakeholder Communities
 - Summary



■ Most relevant, address highest priorities of US-VISIT

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■ Proven on our largest and most complex programs

■ Brought to Program via key personnel experience

- DLA-BSM: Eric Stange, [REDACTED]
- EOSDIS: [REDACTED]
- USPS: [REDACTED]
- FAA STARS: [REDACTED]
- GNIB: [REDACTED]
- TSA: [REDACTED]
- Former Border Management Government Officials: Gayle Nix, [REDACTED]

Lessons learned = keys to US-VISIT success



Lessons Learned: Creating a Successful Partnership



Lesson Learned	Application at US-VISIT
<ul style="list-style-type: none">■ A partnership based on a common vision, open communication and shared responsibility lays the foundation for a successful program<ul style="list-style-type: none">– Defense Logistics Agency Business Systems Modernization (DLA-BSM)– New Zealand Customs Modernization– U.S. Postal Service Delivery Operations Information Systems (DOIS)	<ul style="list-style-type: none">■ Initial End Vision developed through Government and Smart Border Alliance collaboration■ Governance structure established with DHS as senior partner■ Meeting schedule designed to address strategic issues as well as operational progress■ IPTs co-led by Smart Border Alliance and Government■ Co-location of teams■ Performance-based contract to deliver best value to the Government■ Program executive and staff compensation tied to meeting US-VISIT goals



Lessons Learned: Employing Transformational Program Management



Lesson Learned	Application at US-VISIT
<ul style="list-style-type: none">■ A transformational program management approach can significantly enhance the achievement of business outcomes in large, complex, multi-year programs<ul style="list-style-type: none">– Defense Logistics Agency Business Systems Modernization (DLA-BSM)– New Zealand Customs Modernization– U.S. Postal Service Delivery Operations Information Systems (DOIS)– NASA EOSDIS Core Systems (ECS)– CBP “One Face at the Border” Merger Integration– Texas Medicaid– U.S. Air Force FIRST	<ul style="list-style-type: none">■ Business simulation used to validate options and outcomes■ Decision economics model identifies high value, high impact capabilities■ Increments are defined to support specific desired business outcomes■ Performance model maximizes value, minimizes impact, and optimizes spending■ Program portal and PMO reports designed to provide real-time status and insight into issues■ Common processes designed to integrate teaming partners and subcontractors■ Processes are actively used by IPTs to manage resources, budgets, schedules and issues





Lesson Learned	Application at US-VISIT
<ul style="list-style-type: none">■ Innovation and thought leadership on long-term programs provide the most relevant solutions to support an evolving End Vision<ul style="list-style-type: none">– Defense Logistics Agency Business Systems Modernization (DLA-BSM)– FAA Standard Terminal Automation Replacement Systems (STARS)– New Zealand Customs Modernization– NASA EOSDIS Core Systems (ECS)	<ul style="list-style-type: none">■ Holistic view of business process reengineering used to refine solution■ Process for evolving the End Vision with Government given changing environment and actual outcomes■ Senior Advisory Board provides real-world, border management experience and guidance■ Network established to draw on Smart Border Alliance experiences, international border management projects and communities of practice■ Plan designed to incorporate ideas from the field, US-VISIT PMO, and lessons learned from incremental releases



Lessons Learned: Mitigating Complex Transition and Deployment



Lesson Learned	Application at US-VISIT
<ul style="list-style-type: none">■ Deployment efforts must be supported by involved site leadership, appropriate technology and training, and regular communication to increase success<ul style="list-style-type: none">– FAA Standard Terminal Automation Replacement Systems (STARS)– U.S. Postal Service Delivery Operations Information Systems (DOIS)– NASA EOIS Core Systems (ECS)– Defense Logistics Agency Business Systems Modernization (DLA-BSM)	<ul style="list-style-type: none">■ Manageable releases established to maximize operational acceptance rate■ Central deployment management with alignment of Alliance deployment teams to Government regions■ Field users and front-line supervisors involved in design and execution of standard deployment processes■ Site-specific facility and infrastructure requirements included in deployment plans■ Change management efforts embedded in all IPT activities■ Systems pre-assembled and configured prior to arrival at sites■ Key leadership actively involved in communicating to end users





Lesson Learned	Application at US-VISIT
<ul style="list-style-type: none">■ Stakeholders and communities of interest must have concerns addressed and be communicated with early and often to facilitate operational acceptance<ul style="list-style-type: none">– Transportation Security Administration (TSA)– Defense Logistics Agency Business Systems Modernization (DLA-BSM)– CBP “One Face at the Border” Merger Integration– U.S. Postal Service Delivery Operations Information Systems (DOIS)– Ireland GNIB– New Zealand Customs Modernization– NASA EOIS Core Systems (ECS)	<ul style="list-style-type: none">■ Critical issues are verified in order to develop outreach strategy for each group■ Meetings with stakeholders occur early and often to identify concerns and incorporate ideas■ Communication and outreach messages tailored to address stakeholder needs■ Effectiveness of outreach efforts assessed based on agreed metrics and continuous improvements are incorporated■ Local and regional Smart Border Alliance expertise leveraged to address stakeholder issues■ Regional Deployment Offices established to support stakeholder communication and relationships





- Address US-VISIT priorities and are directly relevant
- Experienced first hand by our key personnel
- Embedded in our approach
- Enable business transformation

Our lessons learned are working for US-VISIT in every management decision